Office Management

Miller Library
L. S. U.
DEC 28 1959

The Magazine for Management Executives · December 1959

Office management – a profession in transition
Reference checks – the best guide to employee selection
Stress the positive in employee communications

GES

This time...out of stock! Next time...out of mind!

Pity the poor salesman! Arthur's one of the best—and he's got a great line, too. Yet he's losing his customers fast!

Arthur's company, you see, makes many products and has many branches. Catalogue item #436 may not move much in Los Angeles or Dallas, but in Arthur's territory it's hot. Trouble is, the home office doesn't seem to realize it. Shipments are slow and sporadic. Customers complain. And sooner or later they take their business to competition.

Here's a situation that could have been prevented with Automatic Keysort Data Processing. With Automatic Keysort, the home office could have had daily information on sales in every branch...would have been equipped for fast, complete analysis of these figures. Knowing *what* was being sold *where* —and the state of each branch's inventory—management could have moved fast to supply Arthur with what he needed and insure a profitable return for all concerned.

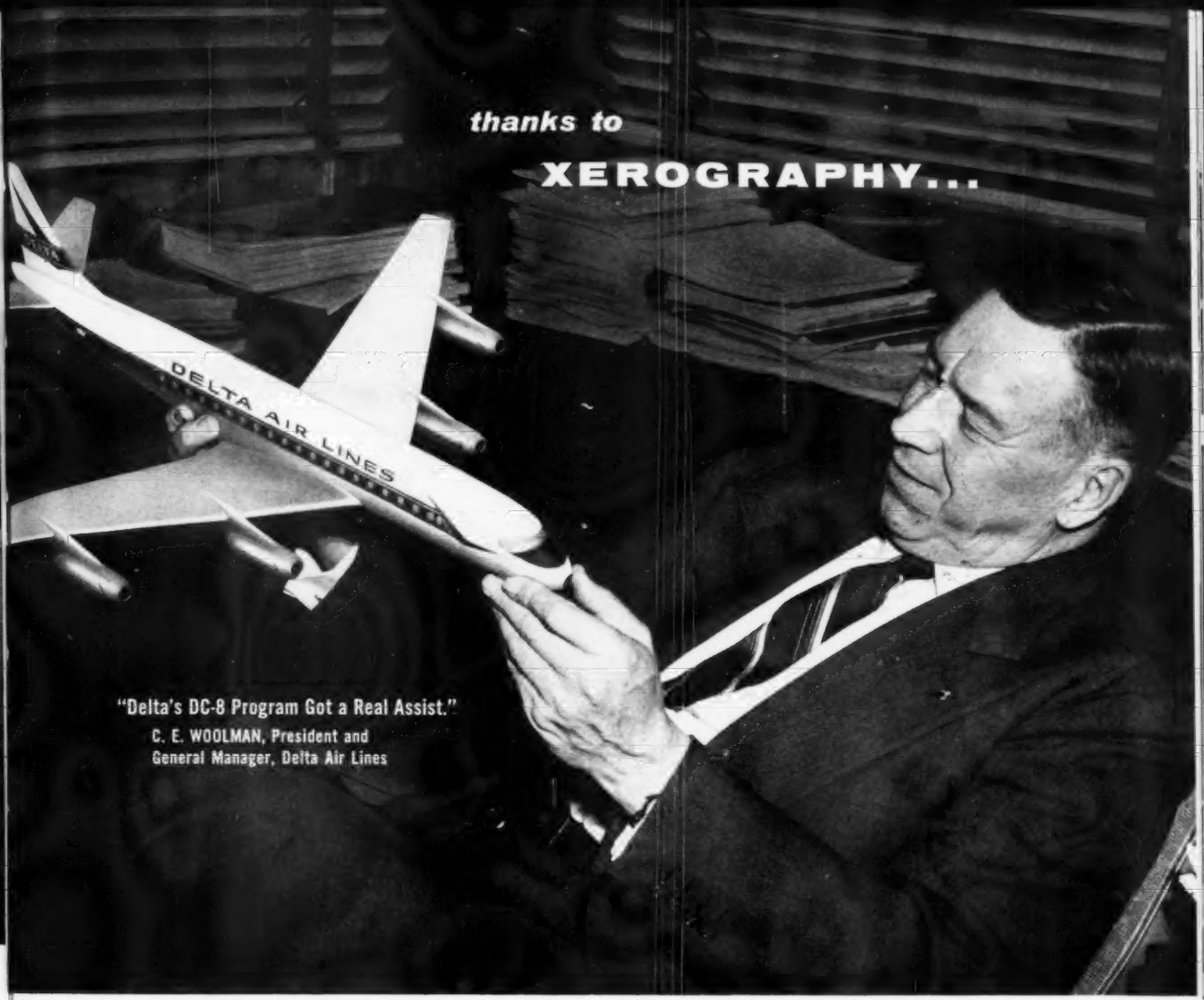
Automatic Keysort's easy-to-use machines and punched cards require no specialized personnel, no restrictive procedures. Designed to fit your business as it stands and as it grows, Keysort will give you all the fast, accurate information you need for modern management control of every operation. And at remarkably low cost.

To learn more about Automatic Keysort Data Processing, call your nearby Royal McBee Data Processing Representative, or write Royal McBee Corporation, Data Processing Division, Port Chester, N. Y. for brochure S-500.

ROYAL McBEE · *data processing division*

NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

Use Readers' Inquiry Coupon on Page 86



Delta Air Lines Saves $58,000 Yearly

REPRODUCING ***DC-8 Jet training and maintenance manuals • projection slides parts lists • engineering drawings • work schedules • forms • standard practices***

Delta Air Lines, first in its industry to see the economic possibilities of xerography, in 1952, has added another $12,000 to an already impressive annual xerographic saving of $46,000.

Delta's DC-8 jet program got a real assist from the use of xerography in launching its Royal Jet Service between New York and Atlanta in September and to Chicago-Atlanta-Miami in October, with even more DC-8 service this fall to Detroit, Dallas, and New Orleans. Delta is spending 80 million dollars on its jetliner fleet of the famed Douglas DC-8's and Convair 880's.

The use of XeroX® copying equipment in setting up Delta's DC-8 operations covered the reproduction of maintenance manuals, familiarization booklets, training courses, and engineering drawings.

Xerography is a clean, fast, dry, electrostatic process that copies onto ordinary paper, offset paper masters, or vellum intermediates for use in diazo-type machines.

At Delta, XeroX copying equipment is used mainly for the preparation of offset paper masters from which multiple copies are quickly run off on offset duplicators.

Xerography can help *you*, too.

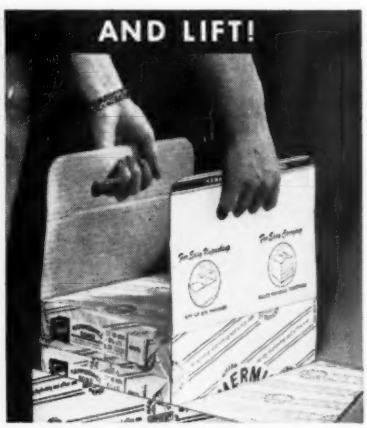
Write for proof-of-performance folders showing how firms of all kinds and sizes are speeding paperwork duplicating and saving thousands of dollars yearly by xerography. Haloid Xerox Inc., 59-251X Haloid St., Rochester 3, N. Y. Branch offices in principal U. S. and Canadian cities. Overseas: Rank-Xerox Ltd., London.

Xerography copies anything written, printed, typed, or drawn • Enlarged, reduced, or same size • Copies onto all kinds of duplicating masters... metal, paper, spirit, translucent • Copies line art or halftones

HALOID XEROX®

Only Graphicopy® Papers feature the nail-saving E-Z Carry-Pak*

No bent fingernails—no chipped polish with Hammermill Graphicopy's exclusive E-Z Carry-Pak. Just unfold the two handles, and lift. Out come five packages of Hammermill Graphicopy papers slick as a whistle. You don't have to dig 'em out one at a time. Graphicopy papers run right on any kind of office printing and duplicating machine. And they give the kind of results any boss will appreciate—clean and crisp and colorful. Tip him off today—about new Hammermill Graphicopy papers.



HAMMERMILL GRAPHICOPY PAPERS®

*patent pending

Use Readers' Inquiry Coupon on Page 86

Office Management

Published Monthly by
GEYER-McALLISTER PUBLICATIONS
Andrew Geyer-McAllister, Inc., Est. 1877
212 Fifth Ave., New York 10, N. Y.
MUrray Hill 9-4411

PUBLISHER
Donald McAllister

EDITOR
Robert M. Smith

ASSOCIATE EDITORS
John M. Sine
Edith Conner
Lyman Coddington

CONSULTING EDITOR
Thomas V. Murphy

RESEARCH ASSOCIATE
Mary D. Lyons

EDITORIAL ASSISTANT
Frances Fascetta

ADVERTISING DIRECTOR
Hugh Ward

ADVERTISING and BUSINESS MANAGER
James E. Neary, Jr.

MIDWEST MANAGER
John M. Smythe

ADVERTISING STAFF
Fred Steinhilber
Raymond A. Zitani

PRODUCTION MANAGER
James V. Quirk

ASSISTANT PRODUCTION MANAGER
Milton Sharon

ART DIRECTOR
Joseph Hochfeld

CIRCULATION MANAGER
M. T. Weeks

MEMBER:
Audit Bureau of Circulations
Associated Business Publications

Panel speakers make last-minute check on their talks before "on stage" signal at AMA Office Management conference. See story, page 28.

DECEMBER 1959
Volume XX, Number 12

Office management — profession in transition
Decade of the sixties offers new opportunities, but also major new challenges to office managers, as they move to top responsibility
By Robert M. Smith **15**

Our present industrial troubles — and the office (Conclusion)
Clearing up present inequities, stressing distinctions between clerical and production workers are minimum measures against office organization **20**

Reader printer saves money and time for Chicago mail order firm **23**

Automation will raise status of office manager, AMA speakers report (Conclusion)
Planning, directing skills will become more important, conference told **28**

Reference checks — the best guide to employee selection
But make sure questions are specific; make checks by 'phone or interview rather than mail; and always check with applicant's direct superior
By Arthur R. Pell **36**

The magic words that get things done
Communications will never be an exact science, but there are a few simple ground rules to be followed
By Jack Bedford **40**

Automation in the office **42**

Tools of the office series
This month: Books of interest to office management **52**

Office design and furnishing **69**

To our readers (Editorial) **88**

Chairman of the Board: M. A. Geyer; *President*: Donald McAllister; *Senior Vice-President*: Hugh J. Ward; *Vice-Presidents*: Arthur P. Hibbard, James E. Neary, Jr., John M. Smythe, Fred G. Steinhilber; *Controller*: Arthur M. Spence. BRANCH OFFICES: BOSTON (16): 419 Boylston St. (Rm. 701), Kenmore 6-7333, *Charles G. Kretschmar*; CHICAGO (1): 228 N. LaSalle St., State 2-2911, *John M. Smythe, Arthur Hutchison, David Hanley*; LOS ANGELES (5): 740 S. Western Ave., Dunkirk 7-6149, *Chris Dunkle & Associates, J. R. Iander (Editorial Representative)*; SAN FRANCISCO (11): 420 Market St., Sutter 1-8854, *Chris Dunkle & Associates.*

Subscription: $4 a year in United States and in possessions, Canada, Mexico and Cuba. Other countries $9 a year. Single copies 45c; Yearbook Issue $1.

Copyright 1959 by Andrew Geyer-McAllister, Inc.; all rights reserved. Also publisher of Geyer's Dealer Topics, Who Makes It and Where, and The Gift and Art Buyer.

Please give 60 days' notification of any change of your address. Re-entered as second class matter June 29, 1953, at the Post Office at New York, N. Y., under Act of March 3, 1879.

Machine being used: Photorapid Electra

with Photorapid

MAGI-PLATE®

by GEVAERT

CHECK THE AMAZING ADVANTAGES OF MAGI-PLATE!

- No experience necessary. Anyone can learn to make perfect plates in a few minutes.
- No expensive equipment or supplies! Use MAGI-PLATE with your present photocopy equipment and a simple low-cost accessory.
- Direct photocopy images of *anything* the eye can see... from halftones, solid images and colors! Makes sharp—or clean *solid* photographic lines!
- 75% *less* plate mortality before printing!
- Up to 40,000 copies!
- *Cleanest* plate-making process ever developed! Nothing to stain fingers or clothing!

FREE TRIAL in your office or plant.

Call, wire or mail coupon to your nearest Photorapid Division office.

Photorapid

CORPORATION

EASTERN DIVISION
Dept. OM-6
236 Fifth Ave.
New York 1, New York
MU. 9-3070

CENTRAL DIVISION
Dept. OM-6
3620 Oakton St.
Skokie, Illinois
[illegible]

WESTERN DIVISION
Dept. OM-6
142 Oregon St.
El Segundo, Calif.
OR. 8-9023
OL. 5-7281

We would like to try PHOTORAPID MAGI-PLATE in our office without obligation. Dept. OM-6

NAME_____

TITLE_____

FIRM NAME_____

ADDRESS_____

CITY_____ ZONE___ STATE_____

PHONE_____

DEALER INQUIRIES INVITED

Coming Events

Eastern Joint Computer Conference, Boston, December 1-2.
Sponsor: AIEE, ACM, IRE.
Place: Statler Hilton Hotel.

NAM 64th Congress of American Industry. New York, December 2-4.
Sponsor: National Association of Manufacturers.
Place: Waldorf-Astoria Hotel.

AMA Workshop, "Small Office Operations." New York, December 14-16.
Sponsor: American Management Association.
Place: Astor Hotel.

AMA Workshop: Research Administration. New York, December 14-16.
Sponsor: American Management Association.
Place: Astor Hotel.

AMA Workshop, "College Recruitment." New York, January 11-13.
Sponsor: American Management Association.
Place: Astor Hotel.

AMA Workshop: Employee Benefits, Compensations and Pensions. New York, January 13-15.
Sponsor: American Management Association.
Place: Astor Hotel.

AMA Conference on Utilization of Technology. New York, January 20-22.
Sponsor: American Management Association.
Place: Roosevelt Hotel.

AMA Seminar: Data Processing. New York, January 20-22.
Sponsor: American Management Association.
Place. Astor Hotel.

AMA Workshop: Machines and Equipment Management. New York, January 20-22.
Sponsor: American Management Association.
Place: Astor Hotel.

AMA Workshop: Personnel Administration For The Small Company. New York, January 20-22.
Sponsor: American Management Association.
Place: Astor Hotel.

MERCHANTS ACCOUNTING & TAX SERVICE of Toledo, Ohio, one of the state's largest accounting services.

CARL E. ZERNER, owner of Merchants Accounting & Tax Service, Toledo, Ohio.

NATIONAL ACCOUNTING SYSTEM offers considerable savings in servicing the accounts of over 1200 Ohio businessmen.

"Our *National* System saves us $6,500 a year... pays for itself every 11 months."

—Merchants Accounting & Tax Service
Toledo, Ohio

"Our three National Accounting Machines enable us to give fast, efficient service to over 1200 leading businessmen in Ohio," writes C. E. Zerner, owner of Merchants Accounting & Tax Service. "Since installing our first National Accounting Machine—Class 31—in 1951, and the addition of two National machines in 1953 and 1958 respectively, we have almost doubled our volume output during the rush periods.

"Thanks to the wide variety of information that is quickly made available by our National System, we enjoy substantial savings on our bookkeeping costs. Also our billing procedures are completed with a speed and accuracy not possible with other methods. And, of course, this saves us time and money.

"We heartily recommend the use of Nationals by any Accounting Service Organization. Our records show that our National System saves us $6,500 a year and pays for itself every 11 months."

Carl E. Zerner

owner of
Merchants Accounting & Tax Service

Your business, too, can benefit from the time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit.

1884 National 75 YEARS 1959

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 75 YEARS OF HELPING BUSINESS SAVE MONEY

*TRADE MARK REG. U. S. PAT. OFF.

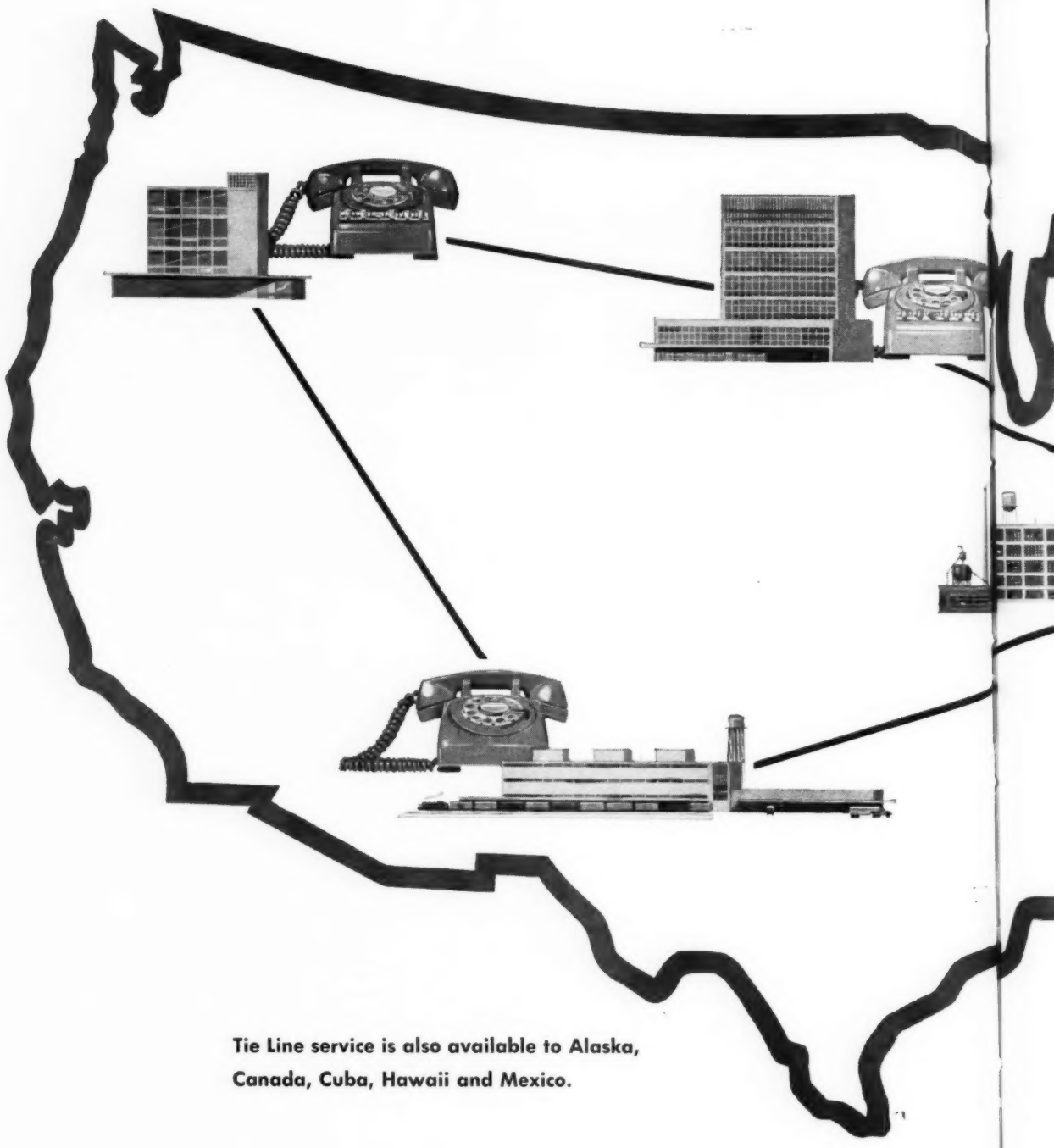
National*

ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS
NCR PAPER (NO CARBON REQUIRED)

Use Readers' Inquiry Coupon on Page 86

"Tie Line" telephone servic el

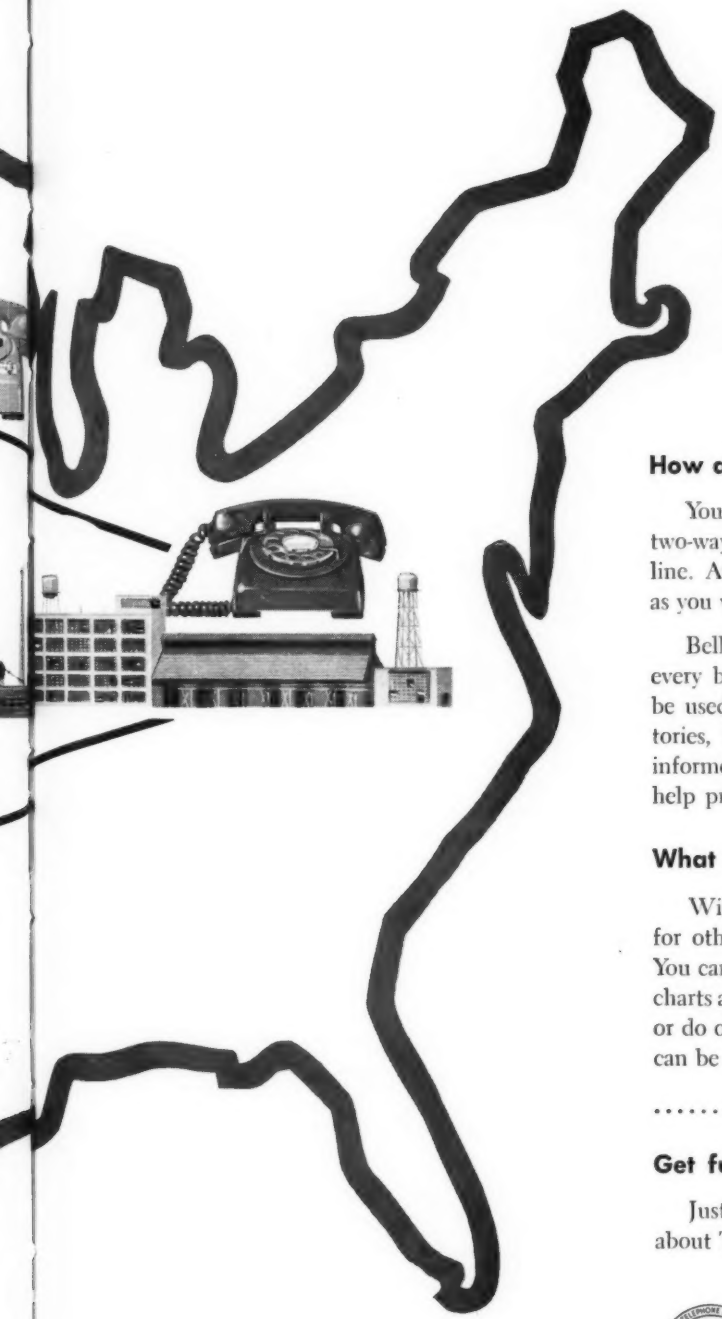
—gives you unlimited cal or



Tie Line service is also available to Alaska, Canada, Cuba, Hawaii and Mexico.

helps tie your locations together

or a flat monthly rate



Tie Line service is your own direct telephone line between your offices or plants wherever they are. It is yours to use full time. You pay a flat monthly rate instead of paying by the individual call.

How are Tie Lines normally used?

You can use your firm's Tie Line for fast, personal, two-way conversations between *any* of the points on the line. And you may use it as *often* as you want for as *long* as you want for the flat monthly rate.

Bell System Tie Line service is a valuable asset for every business with two or more locations—for it can be used *full time* to speed orders, help control inventories, reach decisions more quickly, keep everybody informed. All of these things save time, cut costs and help promote sales. And that means profits!

What are the alternate uses for Tie Lines?

With a flick of your finger, you can use your Tie Line for other purposes—by adding the proper equipment. You can send teletypewriter messages, transmit pictures, charts and data, read meters at a distance, throw switches or do other specialized jobs. Some of these special uses can be of great value to your company.

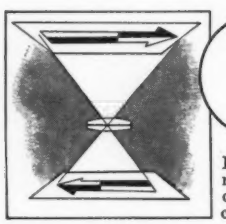
Get full details—FREE . . .

Just call your Bell Telephone business office and ask about Tie Line service. No obligation, of course.

BELL TELEPHONE SYSTEM

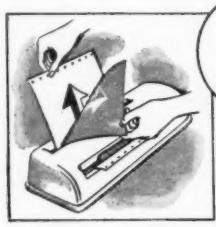
NOW! ENLARGE OR REDUCE FOR OFFSET PRINTING

makes top quality aluminum plates fast



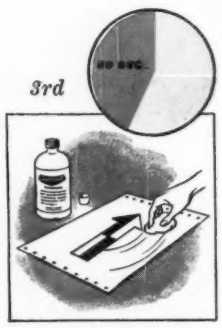
1st

Expose original material to Gevacopy *Rapid* with camera or enlarger



2nd

Process exposed Gevacopy *Rapid* together with Gevacopy Aluminum Plate.



3rd

Apply "fixing" fluid, and plate is ready for press.

A great new advance in offset duplicating by Gevaert now makes it simple, fast and inexpensive to reduce or enlarge—on aluminum offset plates—printed matter, drawings, microfilms or artwork at a fraction of the usual cost! And in less than one minute!

Here's how simple it is. Just expose your original with a simple camera or enlarger to a sheet of Gevacopy *Rapid*. Place exposed sheet in contact with a Gevacopy Aluminum Plate and pass through special developing machine. Strip the negative from the plate, wipe down the plate with fixing solution and the plate is ready for the press. Cost to you—only 59 cents. What's more, if you already have an office copy machine, it can probably be used to develop the plates.

Use Readers' Inquiry Coupon on Page 86

MAKE A PLATE IN 1 MINUTE WITH GEVACOPY RAPID!

. . . for only 59¢!

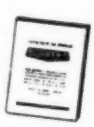
MAKE "SAME SIZE" PLATES TOO, JUST AS EASILY

Gevacopy *Contact* Aluminum Offset Plates now in use by thousands of offices and commercial plants make "same size" plates just as easily and quickly. The process is the same, except that the original is exposed to Gevacopy *Contact* Paper on any simple contact printer. Time to make a beautiful professional quality printing plate—one minute! Cost—39 cents!

EITHER WAY—YOU GET QUALITY AND SPEED

Because the Gevacopy process was perfected by one of the world's greatest photographic companies, it picks up every fine detail, reproduces your original with photographic accuracy. Because it produces aluminum plates, you get high press runs, precision work, great durability. You get scalpel-sharp reproduction time after time, and the plates can be stored if desired and used over and over. And because of the great simplicity of Gevacopy, you'll cut down makeovers—reduce wasted time and plates up to 75%, or even more!

Get the facts now on this major breakthrough in offset duplicating. Complete literature and details are yours for the asking. Write—phone—or wire today!



GEVAERT

THE GEVAERT COMPANY OF AMERICA, INC.

321 West 54th Street, New York 19, New York

District Offices: Lincolnwood (Chicago), Ill. • Los Angeles • Dallas • Denver • San Francisco

Use Readers' Inquiry Coupon on Page 86

Before you buy, see and try Smith-Corona's new Secretarial, the only office typewriter with lighter, livelier, ACCELERATOR ACTION!

Call your local Smith-Corona representative today!

SMITH-CORONA

Use Readers' Inquiry Coupon on Page 86

Let's clean up our own "politics"

THE animals shown below—the symbols of our two national political parties—share certain qualities and shun certain faults, in the popular conception. The elephant, symbol of the Republicans, is ponderous, but steady; he has a long memory; he is a certain friend, an implacable enemy. The donkey, totem of the Democrats, is more mercurial; he is stubborn, independent, unpredictable—but he stands on his own feet, and neither fears nor favors any man.

Neither is a symbol of deviousness, of shrewdness without strength, courage or integrity.

In spite of business' oft-protested contempt of party politics, in too many instances it is itself riddled by a type of maneuvering that would make the standards of professional politicians seem pure by comparison. Now that the sixties are beginning, let's take a long, hard look at what's going on within too many of our offices.

No one can quarrel with an open competition for power and authority, between honest men, willing to let their record and their accomplishments speak for themselves. But the course of office "politics" is too often an internecine warfare that depends on the "confidential memo" smuggled past the colleague's or superior's back; that gains its first small victories through half-lies and innuendo; that depends on hints dropped in the right quarters; on rumors carefully planted, and promises and threats carefully distributed. This is not competition. This is a deterioration of ordinary standards of decency —and simple standards of sense.

For this kind of thing eventually destroys the very fabric and office its perpetrators seek to win. It destroys morale—and it teaches, if it is successful, the temporary material rewards of the lie, the quiet, steady undermining, the fostering of discontent and trouble, to the very staff on whom the new but unsteady incumbent must depend if he wins what he is seeking.

As long as people are people, there will be "politics." But let's insure that the appropriate symbols for factions within our staffs retain the qualities suggested by the elephant and the donkey, rather than those characteristic of the fox and the ferret.

Robert M Smith

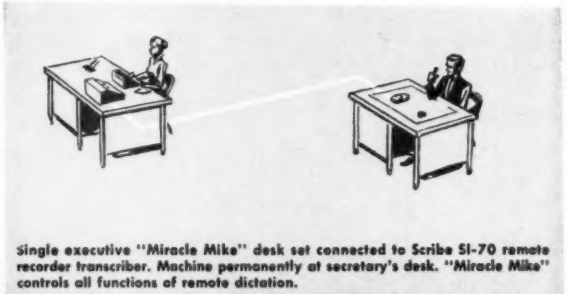
recording studio clarity

MAKES POSSIBLE WORLD'S MOST EFFICIENT, VERSATILE, REMOTE OR NETWORK DICTATION SYSTEMS

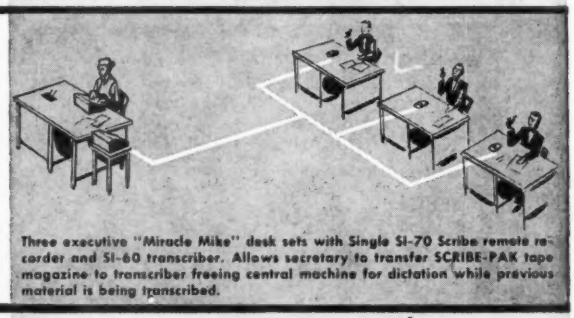
BUSY MEN USE *Scribe*

(1) Exclusive Miracle Mike controls all operations of the machine. (2) SCRIBE PAK Preloaded tape magazine snaps on—no irksome threading, no need ever to touch the tape. (3) Play back recording through Miracle Mike. Combination single and double earset supplied for transcribing.

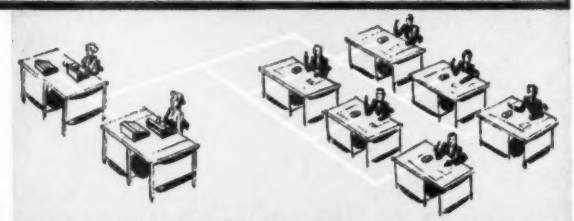
DEALERS—WRITE FOR PROTECTED TERRITORY INFORMATION.



Single executive "Miracle Mike" desk set connected to Scribe SI-70 remote recorder transcriber. Machine permanently at secretary's desk. "Miracle Mike" controls all functions of remote dictation.



Three executive "Miracle Mike" desk sets with Single SI-70 Scribe remote recorder and SI-60 transcriber. Allows secretary to transfer SCRIBE-PAK tape magazine to transcriber freeing central machine for dictation while previous material is being transcribed.



Six executive "Miracle Mike" desk sets connected to 2 Scribe SI-70 remote recorder-transcribers. When either machine is in use (indicated by light on executive station) selector switch on desk set permits other dictators to select idle machine. Separate transcriber need depends on work load requirement.

WRITE FOR FULL DETAILS TODAY

SCRIBE DISTRIBUTORS CO. DEPT. OM-12
6949 W. North Ave., Oak Park (Chicago), Ill.
Please send me complete information about the new SCRIBE dictation systems.

Name _____

Company _____

Address _____

_____

The above are representative remote installations. Any combination of the various Scribe remote dictation systems can be devised to suit your needs.

NO OTHER DICTATION SYSTEM RECORDS WITH THE CLARITY OF SCRIBE! SCRIBE SI-70 remote is the most versatile and efficient equipment available for any kind of remote or network system. Scribe records your dictation on reusable, high fidelity Mylar magnetic tape—preloaded in 30 or 60 minute tape magazines. Every syllable is recorded crystal clear. With magnetic tape you just dictate over errors as you go. All operations are controlled by fingertip touch at the exclusive "Miracle Mike." Rugged, commercial-size Scribe remote dictation systems are versatile —ideal for switchboards, intercom systems, or any recording needs. See your Scribe dealer for the system best for your requirements.

A PRODUCT OF SCRIBE INTERNATIONALE, A DIVISION OF GENERAL SINTERING CORPORATION—Franklin Park, Illinois.

OFFICE MANAGEMENT— PROFESSION IN TRANSITION

Effects—and expense—of automation increase importance of office management

By ROBERT M. SMITH

AS the last month of the last year of the fifties begins, it seems an appropriate time for a stocktaking, a review of what has happened to office management during the decade that is drawing to a close.

Office management has become a far more important job than it ever was before. That is the first and most important fact to report. For the fifties have seen two major trends that have changed the whole nature of the office, and the company of which it is a part. Automation, and the continuing growth of the entire paperwork and administrative function have brought in their wake developments that have changed the whole economic weight of the office in the company structure.

The office today costs money—important money. It takes a far larger share of the corporate income, both in terms of payroll, and in terms of space and equipment than it ever did before. That reason, alone, is enough to bring it far more "in the public eye" of every alert company's management. The office today can no longer be ignored, to a large degree, as long as it accomplishes its work. It costs too much to be run casually, or by traditional methods.

Production, sales, finance—these have traditionally been top management responsibilities, because the way each of these functions was handled could mean life or death to the company. The office has moved into this "survival" category during the past ten years.

That gives a new stature to office management, but it presents as well important new challenges to office managers. For the office is going to become a top management responsibility. It is up to the individual office manager whether he moves up to the top executive level, remaining in full charge of his functions, or whether his authority is taken over by a top company officer, under whose direction and control he must work.

Continuing expansion of the clerical force in relation to the production force will also contribute to status of office manager

The logical next step is vice presidential rank

At the Office Management Conference in October, one of the speakers asserted that the whole trend of current developments in the office is leading to a state where individual techniques will be far less important to the office manager than the executive qualities: the ability to plan, to direct, to decide. This, true as it is, does not mean that the time is coming when a thorough knowledge of techniques will not be important. It means that the other qualities — the company officer qualities — will be essential and that they will be the prime essential.

The fifties, then, created the atmosphere in which the logical next step for office management is vice presidential rank within the average large company.

Many companies have already created the title of "Vice-President-Administration." It is a title that will probably become common during the sixties.

The question is: can office managers expect just to inherit the role and the title? win it by default?

New requirements foreseen

Obviously not. Office managers will have to stretch their own horizons, will have to learn to manage new specialties, and mesh these specialities in the correct pattern for their company's needs. Operations research, systems, planning, automation — all of these must be in the arsenal of the office manager, or—more probably, be represented by specialists on the staff which he must direct. The manager must understand techniques well enough to know what is called for in a given situation, but he will be far less concerned with the application of given techniques than he will in deciding which techniques should be used.

By the same token, as the office he directs—the company nerve center—becomes more and more responsible for direction and control of every facet of the company's activities, his awareness of the problems of each of those activities will become increasingly important. If the effects of current sales on future production planning are to be calculated swiftly and accurately, there must be knowledge not only of the interrelationship between sales and production, but also of the needs and time lead of production; what can be expected of it, and what cannot.

So actually, in the years ahead, the office manager, as the man at the center of this complex, the man who must make it all work, will be more than an administrator, even though the changing terminology of our time may make it fashionable for a while to give him the title "Vice President-Administration." Actually, he will be a manager in every sense of that word; a manager, not just of the office as we have known it in the past, but of all the complex lines that coordinate the

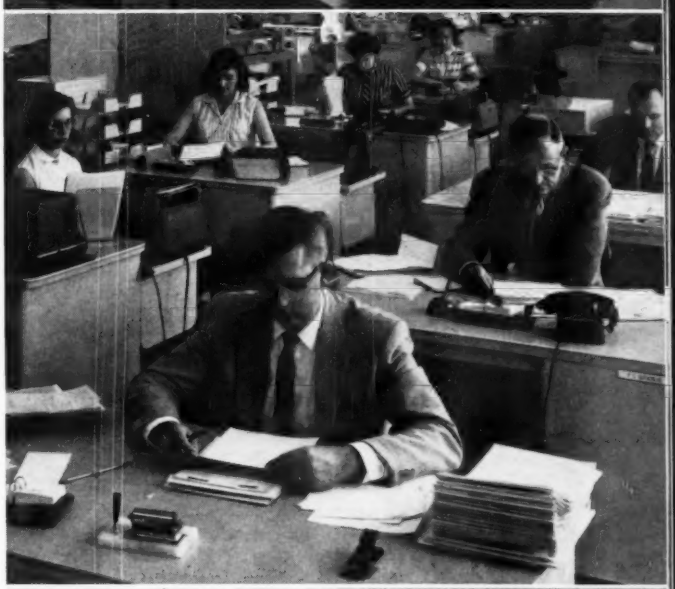
company as a whole. He must know how to manage; he must know how to plan; he must know how to foresee; and he must know how to use his imagination, even his intuition, to take the long leap forward that is sometimes essential.

But above all, he must know how to manage — for the very size of his establishment, the number of workers within it, and the range and ability of the specialists within it will create entirely new problems in the sixties. He will be running a work force as large or larger than the production line can boast. And he will no longer be dealing with a force made up mostly of clerical workers, plus an intervening corps of supervisors, and a few junior executives reporting to him. Rather, he will have charge of a large staff of workers, specialists, and line executives, some within his own office, some at scattered locations at his company's various branches, and factories.

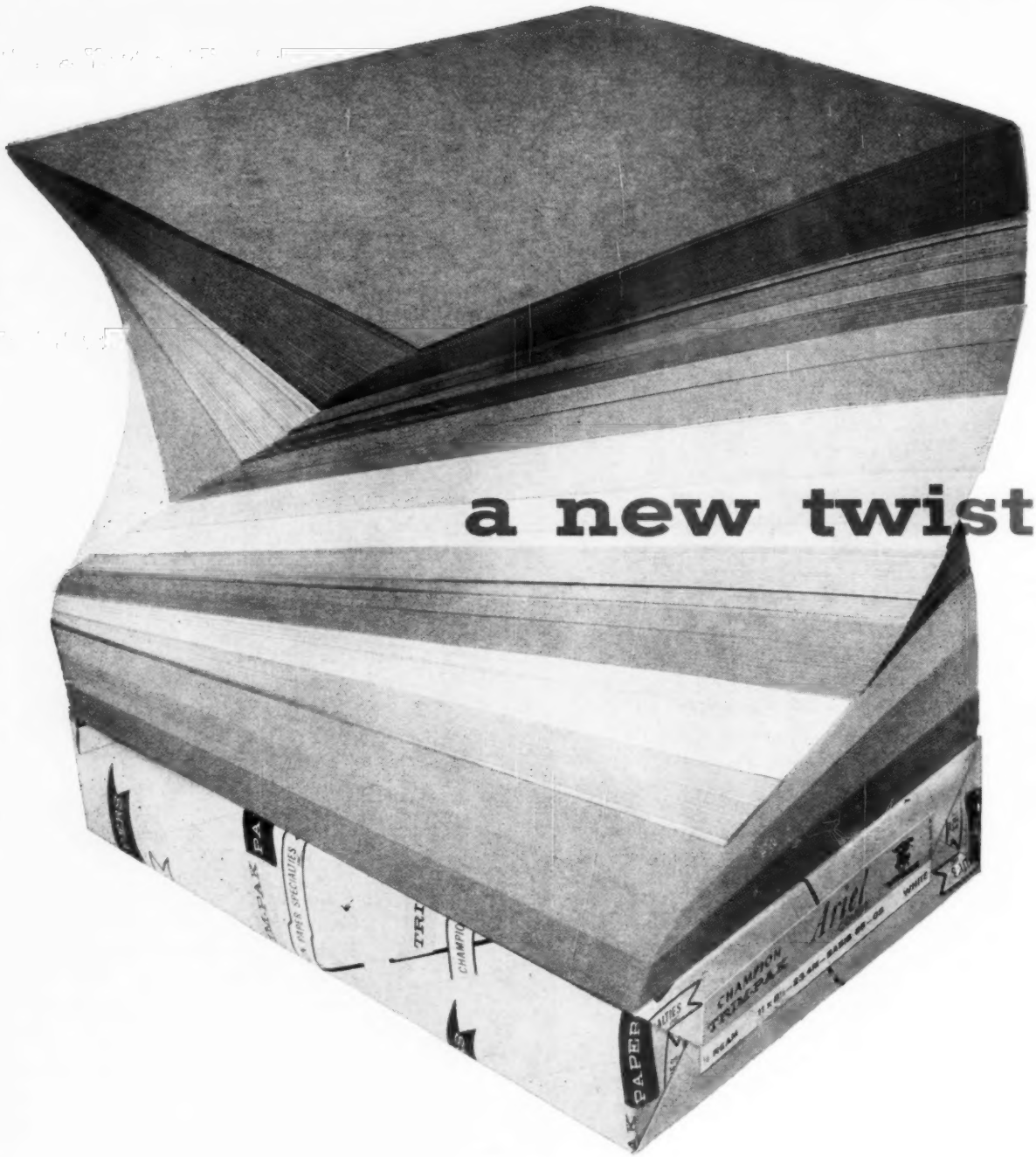
Specialists create new problems

This much-enlarged staff will include a host of staff specialists — the systems man, the methods and procedures man, the automation expert, the operations research specialist, perhaps. Each a specialist, each sure his own particular area of interest offers the solution to every problem. Knowing enough of each of these experts' fields to judge how best to mesh their talents — and sometimes their temperaments — for the best results for the company as a whole — this again will be a new problem for the man in charge, the man who must make the whole complex move forward smoothly—the manager.

In that last word perhaps, lies the whole key to the qualities that will be most needed in the ten years that lie ahead: the ability to manage, to judge, to make decisions, and stand by them — and make the right decisions most of the time. It's that quality, backed by the right technical knowledge to insure that the decisions will have a basis of logic and fact, even though they require a large share of imagination and courage, too, that will spell the difference between the office manager whose overall responsibilities are lodged within another department of the company, and the man or woman who moves into the executive suite as the head of the company's most important single function.



Automation, the need for a variety of new staff specialties in the office, the constant long-term increase in personnel, with the accompanying rise in cost of both payroll and space — all of these are changing the entire role of the office manager.


a new twist
CHAMPION
TRIMPAK
Ariel
PAPER

in impression papers

TRIM-PAK

Champion Papers now cut, packaged and ready to run!

It's a new twist in impression papers! It's TRIM-PAK—the most complete line of impression papers ever offered in cut sizes. Now you can get finishes, colors and grades never before available. These are genuine Champion papers in the most popular sizes, accurately trimmed, packaged, and ready to run on all types of duplicating equipment.

TRIM-PAK keeps clean and handy in its own moisture-proof packages; order just the number you need.

TRIM-PAK is ready to move smoothly and rapidly from your shelf, through your equipment and to your customers with a minimum of waste, a minimum of handling. Precision trimming on our new electronic trimmer means papers feed accurately, register better and stack easier. For better printability and greater readability, put your next job on TRIM-PAK. It's available now from your authorized TRIM-PAK merchant. For the complete TRIM-PAK story, fill out and mail the coupon below.

CHAMPION PAPER SPECIALTIES, INC.

Hamilton, Ohio—Subsidiary of The Champion Paper and Fibre Co.

CHAMPION PAPER SPECIALTIES, INC. M-72
HAMILTON, OHIO

☐ Please send samples of the new TRIM-PAK line of impression papers.

☐ Please have your representative call on me with the complete TRIM-PAK story.

Name _____

Company _____

Street _____

City _____ Zone ____ State _____

Some type of well-understood grievance procedure, even if an informal one, should be established

CONCLUSION

OUR PRESENT INDUSTRIAL TROUBLES—AND THE OFFICE

Clearing up inequities, stressing distinctions between clerical and production workers, are defenses against office unionization

ON Saturday, November 7, one of the major issues—in a legal sense—raised by the current crop of strikes that is crippling the country was resolved. The Supreme Court supported a lower court injunction, granted under the Taft-Hartley Act, that ordered the striking steelworkers back to the mills, thus over-riding the steelworkers' argument that the injunction procedures embodied in the act were themselves unconstitutional.

Whether this really solves any underlying problems is a debatable point. All it proves is that our basic labor law for nationwide industries is—at least in the opinion of eight of the nine Supreme Court justices—a valid law. Whether it is an effective law in terms of human values, compliance, and patience, remains very doubtful. As this is written, the steelworkers have gone back to work—with a determination stronger than ever that, as soon as the mandatory eighty-day "cooling off" period has ended, the strike will resume unless management meets their demands.

The basic dispute

And the basic issue remains unresolved.

Does management have the right to introduce work improvements in existing facilities that will have the effect of making them more efficient in terms of the number of workers needed to produce a given amount of material, or —

Can workers insist that all existing working conditions are protected territory, that management can set up any staffing procedures it wants in new facilities, but that it must compromise with the union in changing working rules—and basic working strength in existing facilities?

There seems little doubt that the circumstances and the timing under which this particular injunction was sought, granted, and upheld, will only serve to stiffen the determination of organized labor to fight this particular battle to the absolute finish. The workers had held out for the longest strike period in the history of the

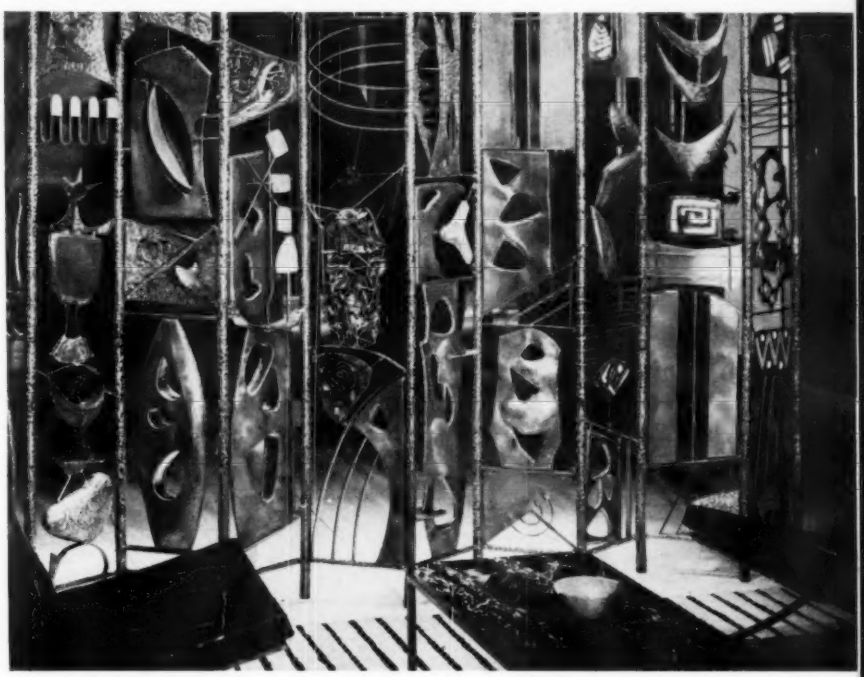
American steel industry. The industry, which had reported the highest profits in history for the first quarter of this year, had held fast, too. But the workers feel—justifiably or not—that the government delayed all efforts to settle the strike only to the point where management began to feel the effects, and then acted to bail management out.

Trouble in 1960

Thus, the probabilities seem very strong that because of the antagonism created by the government action and its timing, the workers will be more determined than ever to raise the basic issue again early in the New Year when the eighty-day period runs out. And this time they can hold their strike under existing law. No second injunction can be granted in any single continuous dispute.

The dockworkers of the East Coast are also working only under a Taft-Hartley injunction. And the railway workers, although controlled under the Railway Labor Law rather than the Taft-Hartley Act, are also prepared for a showdown, as is railroad management. Thus, strikes could be called on the nation's railroads — or more probably on two or three roads at a time — sometime in February, when the "cooling off periods" embodied in the Railway Labor Act have been exhausted.

Early in the New Year, then, three major paralyzing strikes could materalize—and very probably will—revolving around the critical issues of "work rules." The issue is basically this: in



A handsome and pleasant working environment is a necessity in giving white collar workers a sense of separation from production personnel

Even the youngest office worker cannot fail to recognize the issue

While good physical working conditions for the office are a must, they are not enough, in and of themselves, to create and maintain a high level of staff morale

a highly developed and specialized economy, does management have the right to make operating improvements that can deprive individual workers of jobs?

It's a highly charged emotional issue—and it's one that has both organized labor and industrial management armed as for war. It's an issue that's going to be prominent, discussed, fought over bitterly. It's an issue that in all probability will see partial victories on both sides over a long period of time.

And it's an issue that even the youngest and most naive of office workers can hardly fail to become aware of, with all the propaganda agencies of both management and labor unions blasting their employers' relative versions of the truth.

This all comes, as was pointed out in the first article of this series, at the very time when unions, because of the dwindling strength of industrial workers **vis a vis** clerical, administrative, and service workers, realize that they must organize these "white collar" groups if "labor" is to remain a significant economic and political force in the United States.

The issue has been created—and it's a ready-made issue for the unions to exploit in organizing clerical workers. For basically, the pace of office automation, of improvement in office operating procedures is so swift that, potentially at least, far more office workers than production workers are threatened by improvements in operating efficiency.

Office is vulnerable

So the unions, given the goals they know they must win for survival and continuing power, have an issue which can be exploited to a fare-three-well, if they seize the opportunity. And, in terms of seizing opportunities, in forcing issues, in general purpose and direction, the unions have proved for years that they could teach a great many lessons to American industry.

Thus, the office is left in a completely vulnerable position—the more so, as was pointed out in the first article in this series, since the very tempo of events in systems improvement and automation is forcing it to discard these days many of the traditional distinctions that have made office workers resistant to union organization.

Item: Today, the basic clerical worker earns less than the basic production line worker in many areas.

Item: Today, the office has grown to a point in many companies where the easy rapport between office boy, or file clerk, or typist and company executive has completely disappeared; to the point where the basic clerical worker, and even the most recent and disposable of vice presidents wouldn't recognize each other on the street.

Item: The old Horatio Alger picture of the office as an area where one could start as an office boy and end as president of the concern is fast disappearing. A basic cleavage has been developing ever since companies began hiring workers on one level, from one education group, and potential executives on another, entirely different level. Today, it's a very naive worker who comes in as a typist or bookkeeper who believes that he or she will really move into senior executive ranks. Significantly enough, it's only in the enterprises where only the best are accepted in the first place, but where only the best from one given education level are wanted at all, that the old start-at-the bottom; you-can-make-the-top philosophy still exists. Advertising agencies, television, publishing, newspapers — there college graduates are only too willing to start as mimeograph operators or copy boys. But there, no one demands business school graduates either. College is obligatory; anything beyond it is wasted time.

Item: Office automation is displacing people, even if only temporarily. Most displacements, in most intelligent companies, are being covered by transfer of the affected workers to other jobs within the enterprise. But this, even if only for a short period, cuts down on new hires. It lessens, as more and more companies go through the same process, the general clerical job market. Granted: this is a temporary phenomenon; nothing in the long pull, except an acute depression, is going to really cut down the ever expanding need in this country for clerical and administrative workers. But who is really going to be able to prove that to the worker who feels his or her particular job is threatened, and that the general job market is shrinking.

Item: The demands of automation and systems planning have the inevitable effect of forcing more and more rigid controls on the way the individual clerical worker does her job. Work measurement, work standardization, all the techniques of systems improvement, while necessary to the of-

(To page 25)

READER-PRINTER SAVES MONEY AND TIME FOR CHICAGO MAIL ORDER FIRM

ONE of Chicago's leading mail order firms—the Joseph Hagn Company—is making important time and money savings with a unique master order form and a new concept in the use of microfilm.

Savings up to $40 per day during the busy months, lower costs of filing and record keeping, and the release of employees from burdensome manual copying tasks have been achieved since purchase of a microfilm reader-printer—a unit that makes ready-to-use enlarged prints from microfilm in ten seconds by push button operation.

Faced with mounting costs and less filing space, Hagn recently began microfilming all incoming orders for the complete line of merchandise handled so that a permanent file of all transactions might be maintained. Original order forms serve as the customer invoice and are mailed back with the merchandise. Thus, a record is needed in cases of adjustment, lost merchandise, complaints or items damaged in transit.

Data copied manually

According to Eugene Poggi, supervisor of the Joseph Hagn billing department, there were numerous delays, and inconvenience in referring to microfilmed records, under the first system installed.

"We placed the microfilm on a reader and had our clerks transcribe the information manually," he explains, "and naturally this took lots of time."

"What we wanted," he continues, "was a machine that would give us an immediate copy of the microfilm to be forwarded to the proper department for processing.

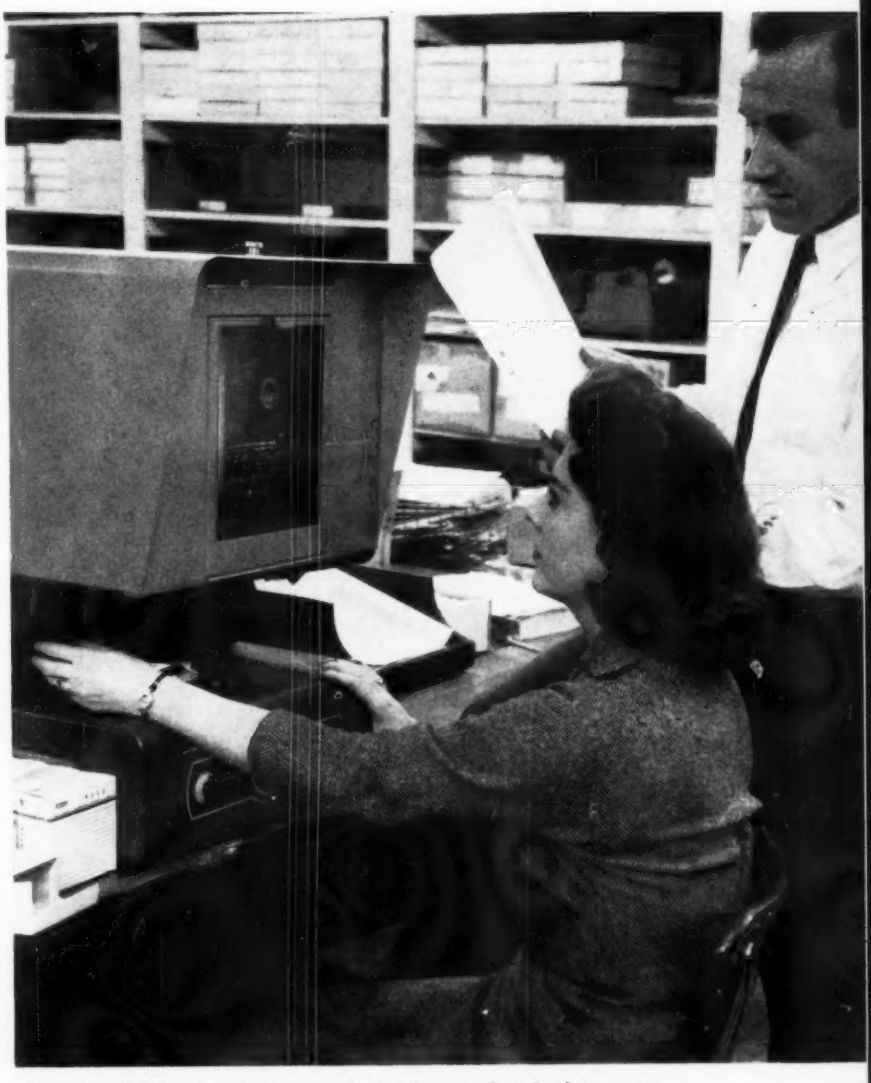
"We didn't want to wait for a print to be made outside the company, and we wanted to cut down on the time spent doing manual reference," he points out.

"A new microfilm reader-printer was the answer to our problem," he says, "and I'm happy to say that it is now doing an important job for us—all at less cost and in less time than our previous method."

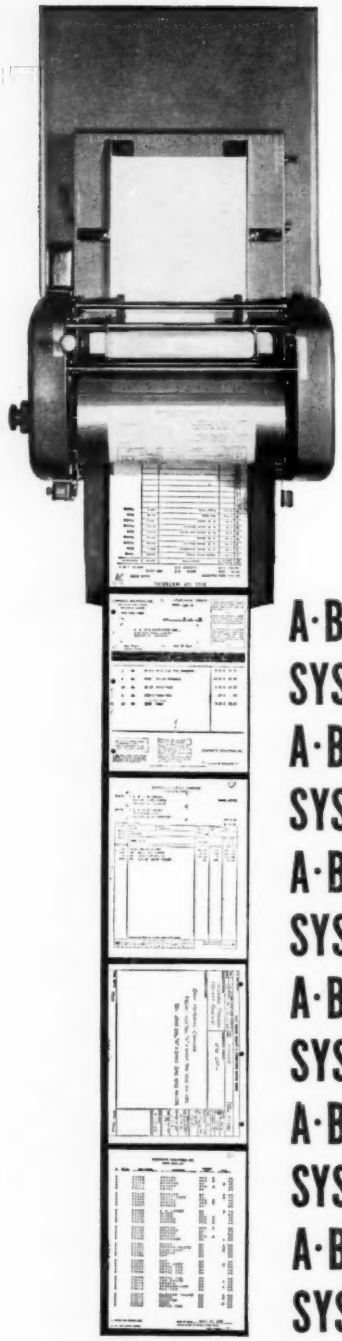
Poggi points out that the old manual operation had drawbacks. Information that was copied by hand had to be double-checked since errors were always a possibility. The new unit—made by Minnesota Mining and Manufacturing Company — avoids any chance of a mistake since copies are exact duplicates of the filmed originals.

Operation of the machine is a one-step process requiring no special train-

(*To page* 25)



Record needed is selected on screen, button is pressed, and print emerges



A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS
A·B·DICK SYSTEMS

Completely CLEAN A. B. Dick Azograph® masters and systems duplicators speed the production of order-invoice, purchase-order or other systems paperwork. Thanks to Azograph CLEANLINESS operators and typists make productive use of time previously wasted in removing purple stains from hands, clothes, duplicating equipment.

A. B. Dick systems duplicators operate automatically at 100 copies per minute or on single cycle. Moistening system works automatically without pumping or priming. Unique corner-separator feed system handles lightweight paper or card stock without jamming or feeding doubles. Call your A. B. Dick Company distributor, listed in the yellow pages, for information or a free demonstration. Or mail coupon at right.

A·B·DICK®

75TH ANNIVERSARY 1884 1959

Achievement through Innovation

Use Readers' Inquiry Coupon on Page 86

Unit paid for itself in a few months

ing for employees. The microfilm image desired is selected on the screen and a button is pressed. The enlarged 8½ inch by 11 inch print emerges in less than 10 seconds and is forwarded immediately to the department involved in the adjustment. A table-top unit, the machine operates on regular room voltage.

"The storage of documents was a growing concern," says Poggi, "since we only have so much space, and we must keep a complete file of all orders."

Confusion eliminated

According to Poggi the machine is used to make as many as 150 copies per day during busy periods. In the past as many as four employees were engaged in making references to the old reader resulting in confusion at times since they had to wait to use the machine. This particular problem has been eliminated since an employee now has an exact copy of the order in his hands in seconds.

"Filing chores are now simplified since we don't have to maintain original documents — another advantage of the new system," says Poggi.

"When you consider how much it costs to maintain the average sized filing cabinet each year — something like $30 per year for an active file— you think twice about putting everything away in drawers," he says.

In summarizing the advantages of the new method, Willard Hagn, vice president of the firm, indicates that it has been responsible for considerable streamlining:

"On the basis of an approximate evaluation, we feel that our new microfilm system has more than paid for the price of the machine in just the few months that it has been in operation. It releases employees for other more important duties, it has made a remarkable change in the efficiency of our office operation, and it saves money—that's the biggest consideration."

Troubles —

(*From page* 22)

fice in terms of meeting modern needs, also tend to make more and more workers feel like automatons, like factory workers, going through prescribed motions under prescribed time and production standards.

The first, and most obvious answer, is to identify and eliminate any existing inequities in the office, to set fair and well understood promotion policies, and see that they are followed; to establish at least informal greivance procedures, so that an employee who feels he is being treated unfairly in any way can talk over his troubles with someone who will take action if the complaint is justified; to keep salary levels as high as levels in other offices in the area.

In other words, the first defense measure against unionization would be to eliminate as many grounds for trouble or complaints as possible.

Secondly, even though office work, at least among some large groups, becomes more mechanical in nature, and is subjected to tighter external control, it is possible for management to emphasize in every way possible the distinctions that **do** exist between office working conditions and factory working conditions. One of the most obvious ways to do this is through the physical atmosphere of the office itself. If the office is attractive and pleasant, it creates a psychological differentiation

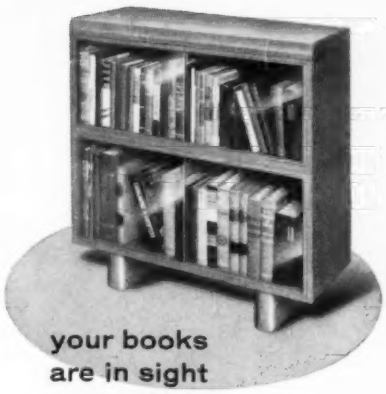
(*To page* 48)

A·B·DICK SYSTEMS
A·B·DICK SYSTEMS

Please send full information about the new A. B. Dick Azograph duplicators.

A. B. DICK Company, Dept. OM-129
5700 West Touhy Avenue
Chicago 48, Illinois

*Name*_____
*Position*_____
*Company*_____
*Address*_____
*City*_____
*Zone*_____ *State*_____

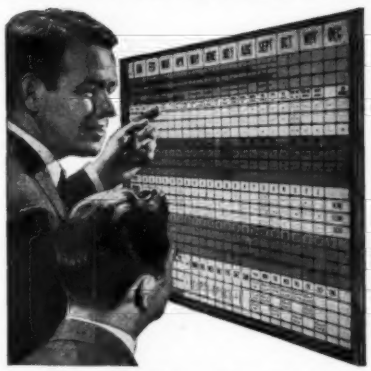


your books are in sight and safe in
GLOBE-WERNICKE
sectional bookcases

You save, too, because G/W's integrated steel bookcase sections let you buy *exactly* the amount of book-storage space you need—one shelf or a whole library. In several colors ... with sliding or receding glass doors to stop dust. 12¼" deep, 33" wide, up to 17¼" high. See your G/W dealer.

GLOBE-WERNICKE
CINCINNATI 12, OHIO

You Get Things Done With Boardmaster Visual Control



- ☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ☆ Facts at a glance — Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate — Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 400,000 in Use

Complete price **$49.50** including cards

FREE 24-PAGE BOOKLET NO. G-100 Without Obligation

Write for Your Copy Today
GRAPHIC SYSTEMS
Yanceyville, North Carolina

Use Readers' Inquiry Coupon on Page 86

OLIN MATHIESON ANNOUNCES

NEW ECUSTA OFFSEDU
... OUTMODEAL

Lightweight . . . takes less postage, smaller storage space, easy to handle

White . . . brings new life to halftones, line copy and color

Opaque . . . can be printed on both sides

Runs Well . . . won't foul up in offset duplicating machines

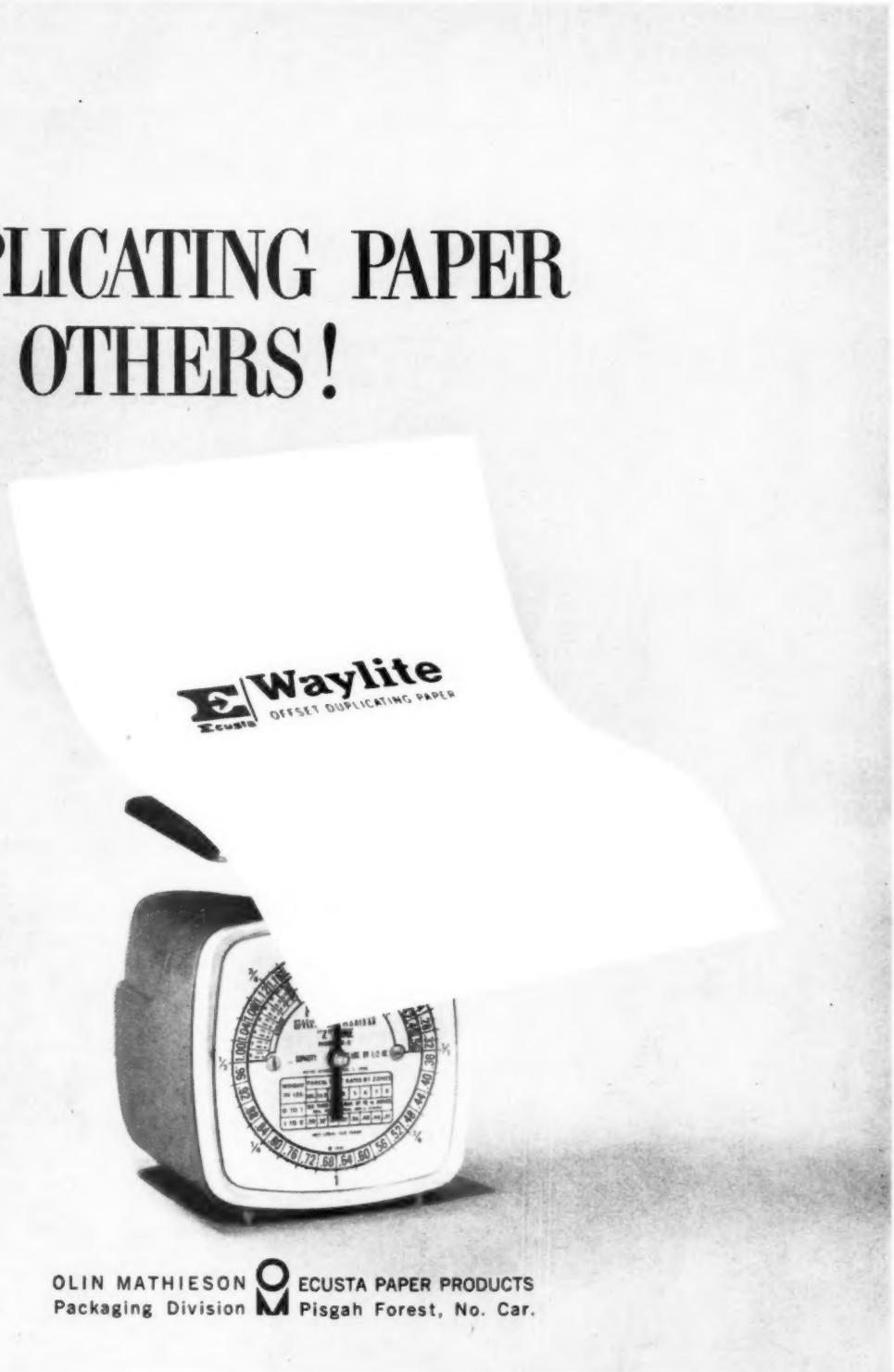
Rich . . . gives luxurious, bright finish to every job

Economical . . . already saved one firm $30,000 a year on mailings and manuals

ECUSTA WAYLITE OFFSET DUPLICATOR PAPER is available from Ecusta Paper Merchants in two weights, 9# and 12#, and in two cut-to-size sheets, 8½x11 and 8½x14. For free information and comparison tables with heavier weight papers, write: ECUSTA PAPER PRODUCTS, Pisgah Forest, North Carolina.

LIGHTWEIGHT PAPERS THAT GIVE FRUGALITY WITH A FLAIR

...E DUPLICATING PAPER
...E ALL OTHERS!



OLIN MATHIESON
Packaging Division

ECUSTA PAPER PRODUCTS
Pisgah Forest, No. Car.

CONCLUSION —

AMA speakers report —

Automation will raise status of office manager

Planning, directing skills will become more important, conference hears

Degree of interest created by conference is indicated by expressions on faces of those attending

THE NECESSITY of recognizing the data processing functions as a separate entity within the company, contingent to all company activities, but not subordinate to any of them, was stressed by Edmund D. Dwyer. Deputy Director, Navy Management Office, Department of the Navy, in the third talk given on the opening day of the annual Office Management Conference of the American Management Association, held in New York, October 21-23.

Only through organizing data processing activities as a separate and independent activity can new equipment for automation be used to its fullest effectiveness, he declared.

"If you automatically lodge data processing equipment under the controller's department, all applications will be oriented to traditional accounting methods," he declared, "just as a personnel man would automatically think in terms of using such equipment to process personnel records."

Use of the new equipment by traditional departments employing traditional methods of doing things only means that old systems will be speeded up, and many promising new applications of computers will be overlooked or ignored, he declared.

The final two speakers on the morning panel session, Dr. Herman Limberg, Senior Management Consultant, Division of Administration, Office of the Mayor, New York City, and Frank M. Knox, president, Frank M. Knox Co., New York, discussed, respectively, "Improving the Management of Systems and Procedures Operations"; and "Improving the Management of Office

Thursday morning panel session was devoted to "Advances in Organization & Management of Data Processing Operations and Systems." Here M. B. Smith, vice president, IBM, describes some of the new data processing units being planned by manufacturers.

and Administrative Service." Dr. Limberg described the "management by objectives" approach used by New York City in determining what systems improvements are to be sought, and how all improvements are tied into overall operations. Mr. Knox discussed recent refinements in some of the specific techniques that can be used to improve office services: forms control; cost control; records management; work measurement, and incentive systems.

The first afternoon speaker, Dr. Alex W. Rathe, professor of management, New York University, emphasized again the theme that was heard so often throughout the conference: that the present trends in systems planning and automatic data processing are making the planning, directing, and decision making skills relatively more important than technical skills in office management.

The afternoon panel session, "Advances in Organization of Office and Administrative Operations" was led off by Thomas M. Cox, Jr., Manager, Administrative Service, Owens-Illinois Glass Co., Toledo, Ohio. Mr. Cox, who also served as panel moderator, called, as had Mr. Dwyer earlier in the day, for the organization of major data processing activities as a centralized, independent entity within every company.

"Information life blood"

"Business information is truly the circulatory system and life blood of any organization," he told the audience. "Data processing, as applied to business information, can be described as the recording, classifying, summarizing, and communication of data derived from business transactions, and outside sources to serve as a basis for criteria setting, measurement, and processing, for all levels of decision makers.

"Seen in this light, business information — to be most effective — must be handled as though by a single intelligence, which can eliminate all irrelevance and bring information of the right character to bear upon all phases of a problem, to produce the best overall corporate results."

The present "departmentalization" of information production goes directly against this criterion, he declared, leading to duplication of effort, poor systems, and giving no central point where information is synthesized into a complete and meaningful picture.

"If we hope to achieve lasting success in bringing our information systems to bear with the utmost of skill and economy on management problems, we must recommend a new pattern of organization," he continued. "There are obviously two major elements involved in setting up a useful information handling organization. First is the planning that would be necessary to establish the information requirements and the systems for processing data. The second is the centralizing or integrating of responsibility for processing data and producing information."

Data processing should assume equal status with manufacturing . . .

Since "business information" is inseparable from business function, the entire design of the organization must be known before an intelligent approach to centralizing the information functions can be made.

"The plan of the corporation must evolve from a careful definition first of the basic objectives of the corporation and ultimately of each component part," Cox declared. "Once this has been done, the organization structure required to carry out these basic objectives must be determined. Finally, then, we can proceed to design the information process, which must provide:

Audience numbered more officers over rank of controller than any previous Office Management conference

Discussions on subjects covered remained intense at final luncheon

"1. Information from inside and outside the company required to determine the goals for the company and its elements.

"2. Information from inside and outside the company necessary to measure its accomplishments.

"3. The facilities required to process information essential to the routine functions of the organization, such as orders in an industrial company, policies in an insurance company, etc."

The second key step in solving the information problem, he went on, would be establishing data processing as a major independent function of the organization.

"It should assume equal status with manufacturing, sales, etc.," he stated. "This would permit individuals to be placed in charge who are best fitted for its direction and control—people who have had long experience in basic data processing and who would be interested in it as a prime objective. They would not be individuals primarily concerned with sales, manufacturing, accounting, or other responsibilities."

Advantages of dual approach

Such a two-fold approach to reorganizing the information handling activities of a company would offer, Cox said, these advantages:

1. It would permit the ready determination of data processing costs.
2. Data processing would be managed by specialists in this field. As a corollary, other managers would have more time to devote to their primary functions.
3. The new department could move people around to meet peaks in the work load, a difficult feat where data processing is departmentalized.
4. Installation of new and better methods would be facilitated.
5. Duplication between departments would be eliminated. "We would not have to break down departmental walls to integrate our data processing —all processing would be within the walls of one department," Cox declared.

All these improvements would, of course, lead to a decrease in costs, he said, but perhaps even more important, they create "ready availability of information for decision making so as to improve earnings."

Other afternoon panel speakers were Alfred B. Howe, manager, Office Operations, Smith, Kline & French Laboratories, Philadelphia; C. I. Keelan, office methods specialist, Johns Manville Corp., New York, and Howard Ellis, senior consultant, Engineering Department, E. I. duPont de Nemours & Co., Inc., Wilmington, Del.

New Tape-Talk AUTOMATION HEART for your office developed by Friden

COMPUTYPER® Model CTS takes over the big routines — slashes paperwork overhead — provides the key unit around which to plan, and expand, your own custom-built integrated data system

COMPUTYPER "heart" automation — practical and relatively low in cost — is one of the ways...

Friden Creates A New World For Business®

Friden has the system

A demonstration of the new Friden Computyper CTS will be informative, profitable. Call your nearby Friden Man or write Friden, Inc., San Leandro, California... sales, instruction, service throughout U.S. and the world.

FRIDEN SILVER ANNIVERSARY • 1934 - 1959

The way it works:

COMPUTYPER CTS does invoices. Automatically it computes and writes extensions, additions, deductions, percent increases and decreases, and accumulates multiple totals. Often there will be no operator intervention whatever, as when Computyper CTS automatically feeds in bill headings, price, quantity, and tax data from edge-punched cards or tape punched as a by-product of order writing.

COMPUTYPER CTS writes up sales orders. Automatically it does the cumulative figuring as operator types in specific items and item prices. By-product punched paper tape provides automatically a code record of the original sales orders. From this tape (which will actuate other tape-talk machines) can be obtained identical, error-free copies or derivative documents with selective excerpts for use in all departments requiring this information.

COMPUTYPER CTS is engineered to work through direct hookup with other common language tape automation equipment, thus constituting an office "heart" for integrated data processing and eliminating tape to card conversion. Example: data can go direct from CTS to connected Friden Flexowriter® or other units including card punch for simultaneous punching of tab cards. Computyper CTS also reads tape or tab cards produced by other units.

COMPUTYPER CTS helps systemize inventory, cost analysis, sales distribution and other statistical jobs by automatically providing derivative documents from original writing... eliminating the continuous manual reprocessing of data that runs up office costs.

© Friden, Inc.

Use Readers' Inquiry Coupon on Page 86

Pioneering since 1952–

office management

leads the field with its news and analysis of

AUTOMATION IN THE OFFICE

Since the appearance of the first discussion on the subject of Automation in the Office in the August issue of 1952, OFFICE MANAGEMENT has published articles on Automation on a regular basis to keep the office abreast of everything new on this modern technique. Here are some typical ones:

MARCH 1959
Machines can aid the decision-making process-within these strict limits
—Raymond Dreyfack

APRIL 1959
Computers are key to programming entire businesses, La Pierre tells AMA

MAY 1959
How Pabst IDP system speeded orders-and helped to rout the skeptics
—Murray F. Hepple
Automatic programming increases computers' usefulness tremendously, AMA told

JUNE 1959
New programming approaches continue to simplify computer applications
—Robert M. Smith
"Total systems" approach to integrated data processing pays off for Seagram
—Joseph C. Blunt

JULY 1959
Automation opens new horizons through new developments in first half of 1959
—Robert M. Smith
Automation will completely change office growth, work patterns, NOMA hears

AUGUST 1959
Automatic programming-what does it offer, how does it work?
—Robert M. Smith
Computer centers across nation continue to widen services to small business
—Gerald Cook

SEPTEMBER 1959
Automatic programming-what does it offer, how does it work?

WHAT IS AUTOMATION IN THE OFFICE?

Automation in the office is the use of the rapidly multiplying new systems developments and facilities of electronics to synchronize the functions of separate units of equipment into an overall operation. Importantly, while it can and does employ the latest in electronic computers and other new devices, it does not necessarily call for costly or experimental type of machines and equipment. Equipment presently in use in every modern office in America can be geared in one way or another to Automation.
As new progress is achieved and case histories are reported, OFFICE MANAGEMENT will carry the great story forward.

OFFICE MANAGEMENT
The Magazine for Management Executives—Since 1940
212 Fifth Avenue **New York 10, N. Y.**
A Geyer-McAllister Publication

AMA —

(*From page* 30)

Tracing the almost simultaneous development within businesses of the integrated data processing concept and of electronic data processing applications, Mr. Ellis reported that many companies had failures because of their initial applications placing too much emphasis on machines, not enough on overall planning of the data flow within the business.

"As various mechanized systems (computerized or not) began to take hold independently in several segments of a business," he reported, "some segments found their system stymied sooner or later; and other segments discovered expensive problems to be overcome in data manipulations; also to find later that their companies' combined systems were not sufficiently integrated and compatible, and would run somewhat short on expected accomplishment.

"On the other hand, in those places where the cross-linkage of data communications and the cross relationships of data usage implied by the word 'integration' were planned fully and applied completely, those systems are outstanding successes today."

Principles of planning

Certain detailed principles, and practices should be given priority as a basis for planning any integrated data processing system, Ellis cautioned. These are:

1. To insure comprehensive planning, certain study latitudes should be established, as—
   a. No restricted areas.
   b. No restrictions in the initial scheme development stage—compromises can be made later, but only within the limits of allowing the problem to be solved.
2. True integration crosses most lines of the organization, but keeps all lines informed.
3. Coding is of paramount importance. Without effective codes, integration falters, since this makes programming difficult and internal code conversions are expensive.
4. Minor organization and policy changes are tailored to provide best integration, but once integrated, broader changes are made more easily when desirable.

At the data origination stage, the following become important:

1. Planning to document and code as much first hand information as practical to reduce redundant look-up, posting, and punching.
2. Planning to use master tapes

All segments should contribute to plan

and cards of standard information to reduce errors.

3. Combining as many business forms as possible for related documentations.

4. Designing forms so as to synchronize them with tape and card conversions and machine processing.

And in the transmission area, these goals are important:

1. Planning to use "on-line" or "off-line" machines to prepare fully single purpose documents, such as orders and invoices, and at the same time, generate abbreviated tapes for transmitting summaries of each transaction to remote data processing centers.

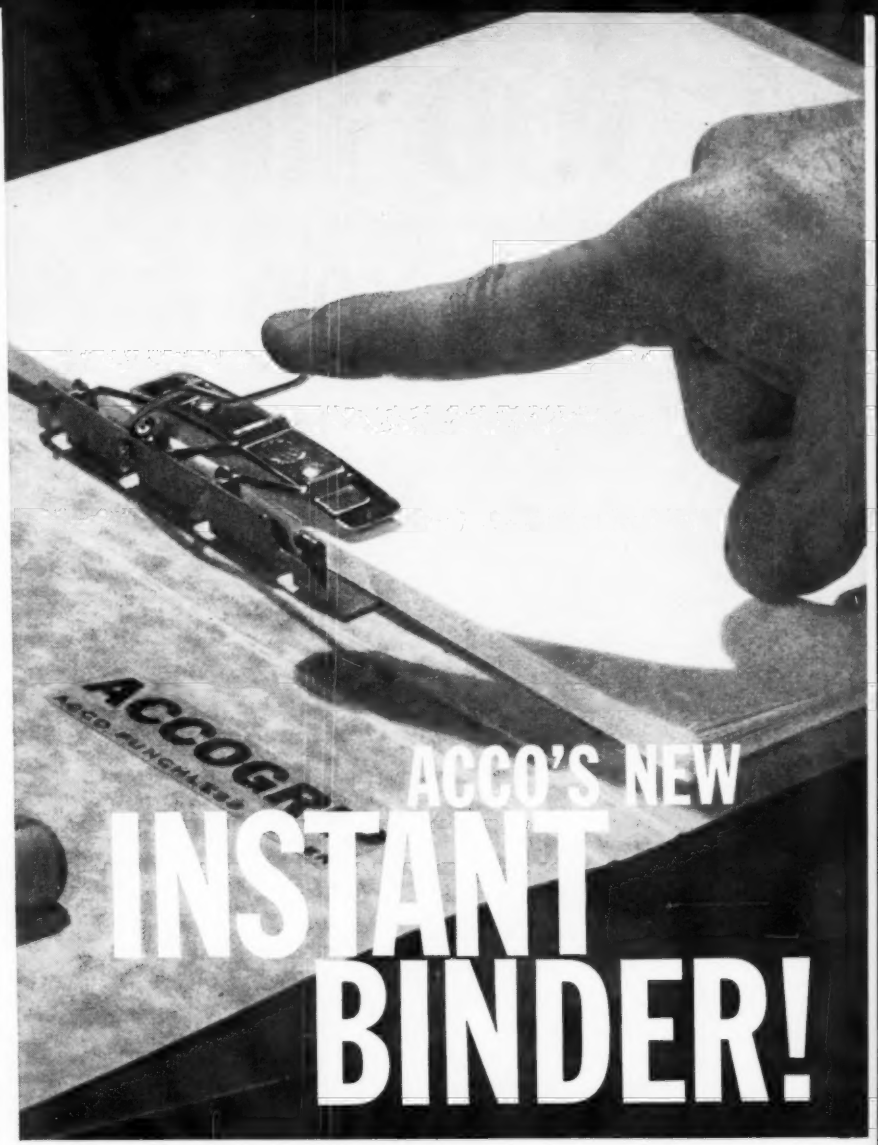
2. Making extensive use of control totals between transmission locations for error detection and minimum retransmissions.

Companies' needs vary

"I do not want to give the impression that every company can or should come up with a completely defined master plan initially," Ellis continued. "This is dependent, to a large extent, on its size, diversification, and integration of product lines, type of organization and control expected, and corporate structure. However, I do believe that small and medium size businesses of modest complexity have an excellent opportunity at the start to develop concrete plans of attack on their total data processing problem. On the other hand, other companies, not necessarily larger, but more complex, have found it practical, under normal, organization conditions, to limit their business systems planning to whole branches of their business or to certain functions within a branch."

The master planning advocated, Ellis stated, would require the assistance and guidance of major segments of a business — sales, manufacturing, research, and accounting. But it should not be the primary responsibility of any of these. Rather, it should all be coordinated under the systems function.

"We all know that many companies have decentralized so as to establish facilities nearest to the best combination of markets, raw materials, utilities, and labor," he declared. "I believe that we can all agree that these decentralizations have lasting benefits. But any decentralizations that were made primarily because of an inability



GRIPS AT A TOUCH *of the finger—releases instantly, too. ● Has ½" capacity—yet holds even one sheet securely. No marring. No holes. ● The ideal work organizer.*

Hundreds of uses—work sheets, photos, catalogs, letters, sheet music, blueprints. Genuine pressboard—red, black, grey, green or blue. Letter, legal size.

ASK FOR ACCO's new booklet "Ideas That Save Time and Space" —available free at office outfitters.

ACCOGRIP* ACCO PUNCHLESS BINDER

Or write: ACCO PRODUCTS, A Division of Natser Corporation, Ogdensburg, N.Y.- In Canada: Acco Canadian Co., Ltd., Toronto

*TM pending

GOOD NEWS

for owners of "peel-apart" photocopy machines

NEW PHOTOCOPY PAPER

with "built-in" developer gives you improved copies *on any* "peel-apart" copy machine

Do you occasionally have to make two or three attempts to get a decent, usable copy? Do you get prints which are yellow... which have weak and ghosty blacks?

Would you like to get top-notch prints every time ...on your first try?

A newly developed paper, High Contrast No. 1, is the answer to your problems. Whether you have an APECO, AMPTO, COPEASE, CORMAC, DRI-STAT, PHOTORAPID or any other "peel-apart" (silver transfer) machine, this new paper will give you the best copies you ever made.

Originally developed to overcome the problems of bad copies during hot weather, High Contrast No. 1 will give you superior prints all year 'round. The secret is in the developer, which is *in the paper* as well as in the solution. This means less frequent solution changes, reducing maintenance.

10 FREE SAMPLES!

We think this paper is so terrific we'd like you to have 10 sheets **absolutely free** so you can try them in your own office on your own machine. We **know** you'll be amazed at the results. Mail the coupon today.

PEERLESS PHOTO PRODUCTS, INC. *Shoreham, Long Island, New York*

Gentlemen:

Your new High Contrast paper sounds interesting. Please let me have the 10 free samples so I can try them out on my own machine.

PEERLESS

I have a _____ photocopy machine.

NAME _____ TITLE _____

COMPANY _____

STREET _____

CITY _____ ZONE _____ STATE _____

OM-12

Should control functions be decentralized?

to design and maintain suitable communications for the entire corporate system were to a large extent negatively motivated.

"Regardless of the reasons for decentralization, the transmission equipment technology for data and information handling has reached such a point of development that it obviates the need to also decentralize many of the control functions of a business that are dependent on data processing. It also follows, I believe, that the more a company is decentralized, the more it requires in the way its communications and business information systems are coordinated so as to produce greatest decision making value from these expense items."

Russian computers described

The first speaker on Thursday morning, M. B. Smith, vice president and group executive, International Business Machines Corp., New York, after having discussed recent technological improvements in American computers, and some of the research projects now being carried on, outlined a basic set of principles for efficient use of a computer installation, and then reported on the state of computer development in the U.S.S.R.

"1. These machines are not so complex that only engineers, mathematicians, and physicists can operate and plan work for them. Experience has shown that with sufficient training, present company staffs can use the most advanced system. The key is the manager of the data processing installation. In addition to having technical knowledge of data processing equipment and its application, this manager needs the backing of his top management. And he should have that mixture of foresight and inventiveness that produces new ideas and uses for existing machines. This kind of manager will develop the right kind of data processing team, and minimize processing problems.

"2. Whether you are about to order a computer or already have one, remember that the manufacturer wants to see it operate successfully, as much as you do. Work closely with the manufacturer, because he is interested in you, and anxious to help you solve your problems.

"3. When ordering a computer, consider all the costs, the hidden and preliminary, as well as the obvious running expenses.

(*To page* 83)

Auto-typist hits letter typing right on the button

Push-button automatic typing is bringing automation to the handling of office correspondence. Now typists push buttons instead of keys, and Auto-typist machines take over and do the typing. They do it in marvelous fashion, too—turning out letters at 2½ times the speed of the fastest typist—neat, erasure-free, error-free letters that are as personal as your signature.

Well over half of general office correspondence is routine—or can be standardized. Sales letters, order acknowledgements, answers to inquiries, and collection letters are only a part of the correspondence that can be handled faster, easier, and more economically by Auto-typist. One typist can turn out 100-125 letters each day with an Auto-typist—3 to 4 times normal manual typing output.

How Auto-typist works—Precomposed letters and paragraphs are perforated on a wide paper roll. This perforated roll operates the typewriter keys. As much as 250 lines of copy can be stored on one roll. Twenty to thirty complete letters can be prepared, or a series of paragraphs which can be combined to make up dozens of letters.

Salutations are manually typed. Then, by pushing the button or buttons that correspond to the letter or paragraphs desired, Auto-typist automatically picks out the letter wanted, or assembles the paragraphs in the order desired, and types each word as if it had been done by hand. Manual insertions of personal or variable data can be made in any part of the letter.

Present users include banks, manufacturers, insurance companies, hotels, publishers, retailers, fund raisers. Applications range from general correspondence typing to specialized uses such as new account promotional letters. The complete story is yours for the asking.

Auto-typist

60 Best Business Letters

AMERICAN AUTOMATIC TYPEWRITER CO. 1412
2323 N. Pulaski Road, Chicago 39, Illinois

Gentlemen:

Please send me full information about Auto-typist and free booklet "60 Best Business Letters."

Name & Title .....

Company .....

Address .....

City ..... Zone ..... State .....

REFERENCE CHECKS THE BEST GUIDE TO EMPLOYEE SELECTION

They can be, that is, if a few simple rules are followed --

By ARTHUR R. PELL
Vice President, Harper Associates, Personnel Consultants, New York

Human beings run true to type — the best prediction of their future is the past

"WHAT IS PAST is prologue," reads the inscription over the Archives Building in Washington. What has occurred in the history of the nation —the world—obviously influences—and sometimes dictates—what will occur in the future.

This applies equally to the human being. What a person accomplished or failed to accomplish in his previous employment history is an excellent guide to what you can expect from him on the job for which he is applying.

Although the increased use of tests and depth interviews are additional tools which an office manager or personnel manager can use in making his decision to hire or reject, proper use of reference checks will give him, by far, the best and most complete picture of the applicant.

Unfortunately, most personnel people do not know how to accomplish this most effectively.

How are references generally used? One of the oldest and best known is the reference letter. Many an applicant has handed the traditional letter to a prospective employer:

> Dear Sir:
>
> Mr. William Crane was in our employ from September 1957 to July 1959, as a bookkeeper.
>
> He is diligent, honest and reliable. We regret having to let him go.

Poor

The conventional check by letter to former employers is the least reliable of reference checks —

Good

People will talk far more freely, on phone, and their actual attitude can be judged better —

Best

In checking references of key personnel, former employers should be interviewed directly—

This same letter, with various wordings, has been written an infinite number of times.

What does it convey to the reader? Nothing. It is as meaningless as the usual answer to "How are you?"

Many an executive, when asked for a letter of reference, tells his former employee to write it himself for the executive's signature. Have you ever seen a poor letter of reference?

Another common method of checking references is to write to the previous employer. Very often these letters are routine forms, asking nothing more than whether the applicant worked there, his job title, dates of employment and a general statement concerning the quality of his work, etc.

Ask specific questions

Some executives write individual letters to former employers asking their opinion of the applicant. Often the letters are vague and, of course, result in vague responses.

Other letters are more detailed, asking specific questions about performance, personality, and other pertinent data. These letters, if answered frankly, can give far better information than a general letter or a brief form. The questions must be worded carefully and should cover all the things you want to know.

Whether or not you use any one of these letters, you are faced with one major problem—the reluctance of most people to put anything of an adverse nature in writing. In fact, if a business man does say anything derogatory in a letter and it gets into the wrong hands, he may be sued for libel. Even if the letter is 100 per cent true he still has the trouble and expense of defending his case. And if the information is subjective (e.g., he was "lazy", or "stubborn and difficult"), he may find it hard to prove.

Less frequently used, but far more effective, is the telephone check. Much more information—and more accurate information—can be obtained by this means.

One can ask specific questions and request amplification if necessary. Most people are considerably more frank in discussing an applicant over the phone than in writing.

The best technique is to introduce yourself and tell the person with whom you are speaking the purpose of the call. If there is any doubt about your identity, ask the reference to call you back.

In your telephone check it is best to have your questions well planned in advance. List them on a paper and have room to fill in the answers. This will serve the dual purpose of keeping you from forgetting either the questions you intend to ask or the answers you receive. The Robert N. McMurry Corp. has developed a printed telephone reference check form which serves this purpose very well for most jobs.

Often a trained personnel man can pick up information not only from what a man says, but how he says it. In a recent check we made, the sales manager of a company had only glowing statements to offer about a former salesman, but his voice indicated a certain hesitancy when asked if he would rehire him. This prompted me to probe deeper and uncover a personality problem the sales manager had been reluctant to report.

Obviously the checker must establish a rapid rapport with his telephone interviewee and gain his confidence immediately. There is nothing innate about this. It can be developed. A businesslike yet cordial voice is an asset. Phrasing your questions so that the answer will encourage the man to talk rather than just say "yes" or "no" helps to open the gate. Once two businessmen begin to talk about a matter of common interest, the problem of obtaining the whole story is resolved.

Using direct interviews

When checking the references of future key personnel—men or women who are being considered for executive positions—a personal visit to the former employer is extremely effective. It has all of the advantages of the telephone conversation plus the personal touch that only a face-to-face interview can establish. Much valuable information and a clear analysis of the prospective employee can be obtained. The time spent in such a personal visit is well worth it for there is no other way to really obtain a depth reference check.

In the case of key personnel and candidates for other important positions, outside reference checks may be helpful. Various investigating organizations will do reference checks for a fee. Certainly you should check a man's credit standing, especially if he is to have any fiscal responsibility. A record of judgments and litigations

"I could kiss you"

(she said...and she did!)

What brought on the buss for the boss? NU-KOTE, of course! Ever since he introduced his secretary to this original plastic base carbon paper, she's been getting first-to-last legibility, no-smudge copies, and one-weight, one-finish mastery of almost all copy jobs. Perfect for all typewriters, too! Boss' bonus: Great savings on Nu-Kote's 3 to 1 durability over ordinary carbons. Free sample? Just clip the coupon.

Buy where you see this sign.

AUTHORIZED Burroughs CARBONS & RIBBONS DEALER

NU-KOTE
CARBON PAPER

NU-KOTE® *is a product of Burroughs Corporation, Mittag Division*

FREE SAMPLE! For a free sample of NU-KOTE just mail this coupon attached to your company letterhead.

OM-30

Dealer Sales Dept.
Burroughs Corporation, Detroit 32, Michigan

Name_____

Firm_____

Address_____

City_____ Zone____ State_____

In Canada write Acme Carbon & Ribbon Company, Limited, Toronto 13, Ontario

Always check with direct superior

is a definite indication of possible future problems.

Personal references — the clergyman, doctor, lawyer or friend asked for by some firms, are a waste of time in our opinion. Rarely will anyone give as a personal reference someone who will say anything unfavorable. Use the time and effort required for reference checks to speak to persons who have had business contact with your applicant.

Whom should you contact? The very best source of information is the applicant's direct superior. Personnel departments rarely can provide more than the basic information that is on the record. In checking a bookkeeper or secretary, the chief accountant or office manager can tell you what you have to know. In checking on an office manager or controller, you may have to go to the company president, or other executive officer. If an applicant indicates a specific person as his reference, it is wise to find out who that person is. It may be his best friend covering a poor reference from his boss. Always try to speak to the immediate superior, no matter who else is listed as a reference from the applicant's former company.

Check personality, too

What is it we want from a reference? Basically, there are two major areas to be discussed: (1) the applicant's performance (2) his personality.

Performance is generally measured in terms of quality, quantity, and scope of work. In an office employee this is not difficult to ascertain. In an executive, there are many intangibles which must be considered. Questions related to the applicant's duties will usually bring out much of what you want. For example, in checking an accountant, you would ask what his responsibilities were re the general accounting, costs, budgets, taxes, systems and procedures, etc. You would then ask questions about his skill, intelligence and general ability in his job.

Much more complicated is the checking of personality factors. Most people are technically competent and proportionately few job terminations are due to lack of skill. Most job problems are the result of interpersonal relations.

To determine what personality traits your applicant manifests, carefully thought-out questions should be asked.

These should include inquiries about

the applicant's work habits (attendance, punctuality, etc.), personal habits (drinking, financial problems) and most important, ability to get along with his superiors, subordinates and fellow-workers.

A key question in any reference check is the determination of why the man ended his employment. Does this check with what the applicant stated? Any discrepancy or doubt should be explored thoroughly. Be sure to find out if he is eligible for rehire by the former employer. If not, why not?

After checking the previous employers, compare your reports. You should have a pretty good picture of what the applicant is like. His personality pattern should be fairly clear—giving you a reasonable idea of what to expect if you hire him.

Investigate discrepancies

Suppose, however, there is a discrepancy. Two previous employers have given excellent reports, but a third firm gives a poor reply. Do not accept a poor reference at face value if there is any reason to doubt it. For example, if all but one of the references is good, there may be a special reason for the poor one. A prejudiced employer, or one resentful of the man's leaving him, may give a poor reference. A supervisor with his own personality problem may project it on to an ex-employee.

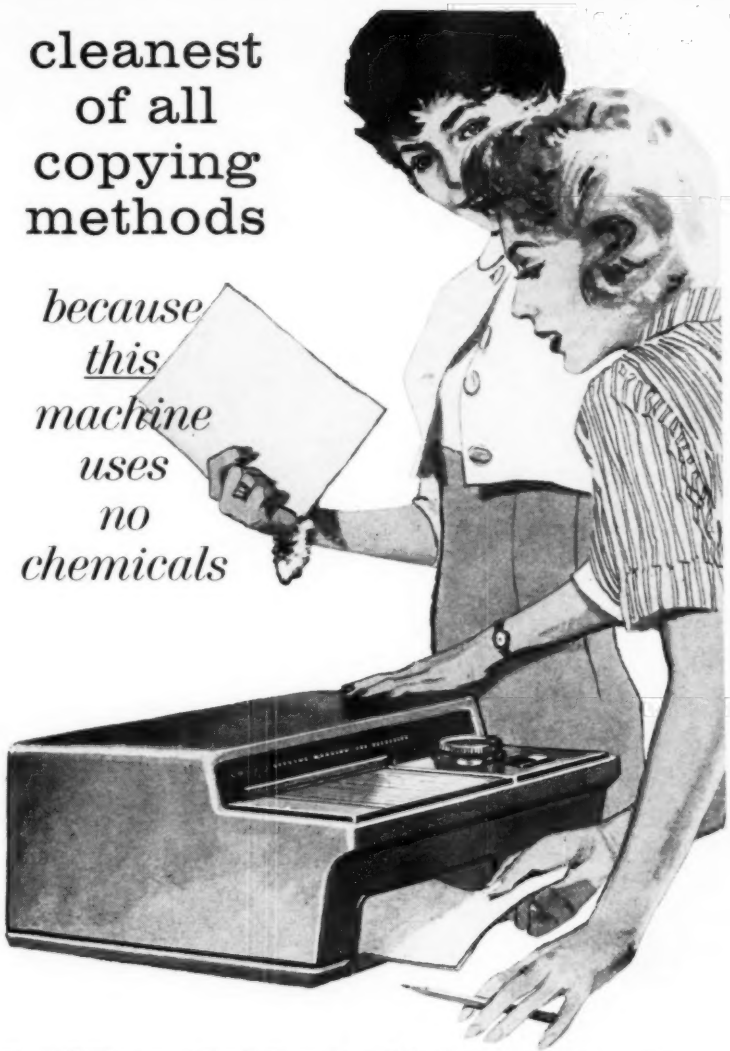
Another guide is length of employment. If the applicant was employed for any significant period and his reference is poor, there is usually something peculiar behind it. He wouldn't have been kept so long if he were as bad as the reference indicated. The rare exception is the man who suddenly develops a personality abberation. This will usually be revealed, however, in the check.

In checking a credit correspondent with five years on his previous job, the office manager told us he was a poor worker, unable to take orders and completely inefficient. As the applicant had no other work history, we had no other references with which to compare this. Our common sense told us he wouldn't have lasted five days, let alone five years, if he were that bad. We recalled the man for another interview. Without divulging the result of the reference check, we questioned him in more detail on his relations with the office manager. He indicated that the office manager had only joined the company six months earlier and had made his position intolerable. (Four other subordinates of this man had also left.) A recheck with the credit manager, with whom

(*To page* 78)

cleanest of all copying methods

because this machine uses no chemicals



Only "Thermo-Fax" Copying Machines do so many jobs...so quickly, so easily, for such low cost!

Here's the one copying machine that operates *entirely* by electricity—making it the cleanest, the simplest to use. No fussing with spilly chemicals. No time wasted making negatives before getting a copy.

In just 4 seconds your "Thermo-Fax" Copying Machine delivers a completely dry copy ready for immediate use. To learn how this fastest, simplest and cleanest of all copying methods can speed your work systems—including billing, accounting, labeling and addressing—call your local dealer. Or mail the coupon.

MINNESOTA MINING AND MANUFACTURING COMPANY

...WHERE RESEARCH IS THE KEY TO TOMORROW

Thermo-Fax COPYING PRODUCTS

3M COMPANY

THE TERM "THERMO-FAX" IS A REGISTERED TRADEMARK OF MINNESOTA MINING AND MANUFACTURING COMPANY

MINNESOTA MINING AND MANUFACTURING COMPANY
Dept. DBZ-129, St. Paul 6, Minnesota

Name_____

Company_____

Address_____

City_____ Zone___ State_____

Communications can never be an exact science, but certain basic rules should be followed. Here are—

THE MAGIC WORDS THAT GET THINGS DONE

By JACK BEDFORD
Professor of Management
Armstrong College, Berkeley, California

TO GET THINGS done in an office requires some means of communication. The vehicle to carry the message may be a notice on the bulletin board, an announcement over the intercommunication system, a written report, or a personal conversation.

Consider, for instance, these two requests made by an executive:

"If you get time, do this . . ."

"When you get time, do this . . ."

Except for the change of one word, these two requests are exactly the same. But, the change of one word changes it from a negative to a positive request.

"If" is a weak, wavering, vacilating word. It makes it easy for the employee to procrastinate. Things are put off rather than getting done.

"When," on the other hand, is a strong, stimulating positive word. It gets things done quickly and with a minimum of friction.

Yet, because the request is prefaced by "when," it is not a command that will arouse resentment within the employee. Instead it gives the employee a choice of **when** he will perform the task, not **if** he will do it or not.

To apply this word magic in your employee relations, two things are necessary:

1. Think "positive" thoughts about getting the work done.
2. Preface your work request with "when" instead of "if".

Another way you can use the word magic of "when" to get things done is by asking a question. The employee is given a choice in any question which starts with the word "when".

For instance, you might want an employee to do something as soon as possible. You would ask,

"When can you do this—today or tomorrow?"

This assumes the employee will perform the task. It has the positive approach. And it gives the employee a feeling of importance because he can make a decision between doing the work today or tomorrow.

As this question is phrased, there is a good chance that the assigned task will be done tomorrow. But if it is urgent that it be done today, you could change the order of the choice in your question. For instance,

"When can you do this—tomorrow or today?"

You put emphasis on the **time** you want the work done by placing it as the second choice. This is the last thing the employee hears and chances are good that he will give you the answer you want:

"Today."

Other "action" words

You can use other choice words in addition to when. Some of the most effective of these prefacing remarks start with the magic words—"which," "what," "where," "how," and "when." Any of these words will key your question to give the employee a choice between two things.

Another thought to keep in mind about using this word magic in question form is to make the choice between something and something . . . not between something and nothing.

For instance, asking the employee when he can do the work leaves the answer wide open as to time. But, when the choice is nailed down to the choice between today and tomorrow, the employee will answer with one of these choices.

"When" is word magic that gets things done!

One of the most important parts of an office executive's management function is the training of employees. This on-the-job training takes on added emphasis for the employees when you employ word magic in the instructions you communicate to them.

We use it all the time. We all learn through illustrations of the right and the wrong way to do things. And,

1. Use "when," not "if" in work assignments . . .

since we are so conscious of this learning method, we are alert for examples that will help us understand better.

When you preface your instructions with the words, "For example", you snap the employee being trained to attention for your illustration. He is eager to learn how it is done and listens to your example.

In using this word magic, you will want to consider a few rules. First, the example you use should be given to prove your point. You make your point and then follow it up with the formula phrase, "For example".

Second, you want your example to be specific. You will make it more interesting and more memorable to the employee you are training when you use specific terms.

Third, your example should be relevant to the point you are presenting. In training this is usually automatic, but it may be necessary to change a few examples to make them apply to the problem you are discussing with the employee.

Regardless of how the message is delivered, the employee communication must be completed with words. How successful we are in getting people to do the things we want will depend on our choice of words . . . word magic.

Here are some words and phrases that you may find helpful in building better employee communications . . . word magic that will get things done for you.

When positive thoughts are expressed in positive words . . . and positive thoughts get things done.

Fourth, you will want to be alert to examples that you can use to point up your instructions. By collecting examples of both the right and the wrong way of doing something, you will make your instructions more interesting to the employees.

The "Yes, but" rejoinder

Communications between executives and employees can bog down when an argument develops. Everyone has opinions on different subjects, and some employees are prone to express their views in no uncertain terms. When there is a conflict of viewpoints, argument—which can become bitter—is the natural result.

Good employee relations have a basic principle that should be well known to all executives—**Don't argue!** Yet, there are times when it is important to change an employee's ideas and opinions to make the work move smoothly and to get things done.

The "yes, but" word magic can do this for you. When an employee raises some objection to doing something or accepting some rule, you employ the "yes, but" word magic. Here is a three-step plan to follow in using this word magic:

First, you agree with the employee. You say "yes" to his thoughts and ideas. This softens the blow of your counter-argument and makes the employee more receptive to your side of the issue.

Second, you cushion the argument. This is merely an expansion of the "yes" idea. You agree and you go on with this argument to get out of the argumentative frame of mind. For instance, you might say: "Yes, I know how you feel about that. I had the same idea for a long time. In fact, I was sure it wouldn't work. But . . ."

Third, you present the other side of the argument with a "but" preface. You will find that this "yes, but" word magic will keep you from starting an argument and will help open the mind of the employees you are talking to with this word magic.

Why not try this word magic in the next employee relations problem that develops?

First, you ask the employee "when" he can do the assigned task. If possible, you give him a choice of "when" he will do it.

Second, you give him an "example" of how the work should be done. Make your illustrations crystal clear so there is no misunderstanding.

Third, if an argument develops, handle it with kid gloves by employing the "yes, but" word magic. This will change the arguments into a friendly discussion.

Yes, word magic will help you get things done!

2. Use the "for example" technique to explain what you want done . . .

3. "Yes, but—" can turn a protest into agreement . . .

American Airlines Will Install Giant Processing System for Reservations

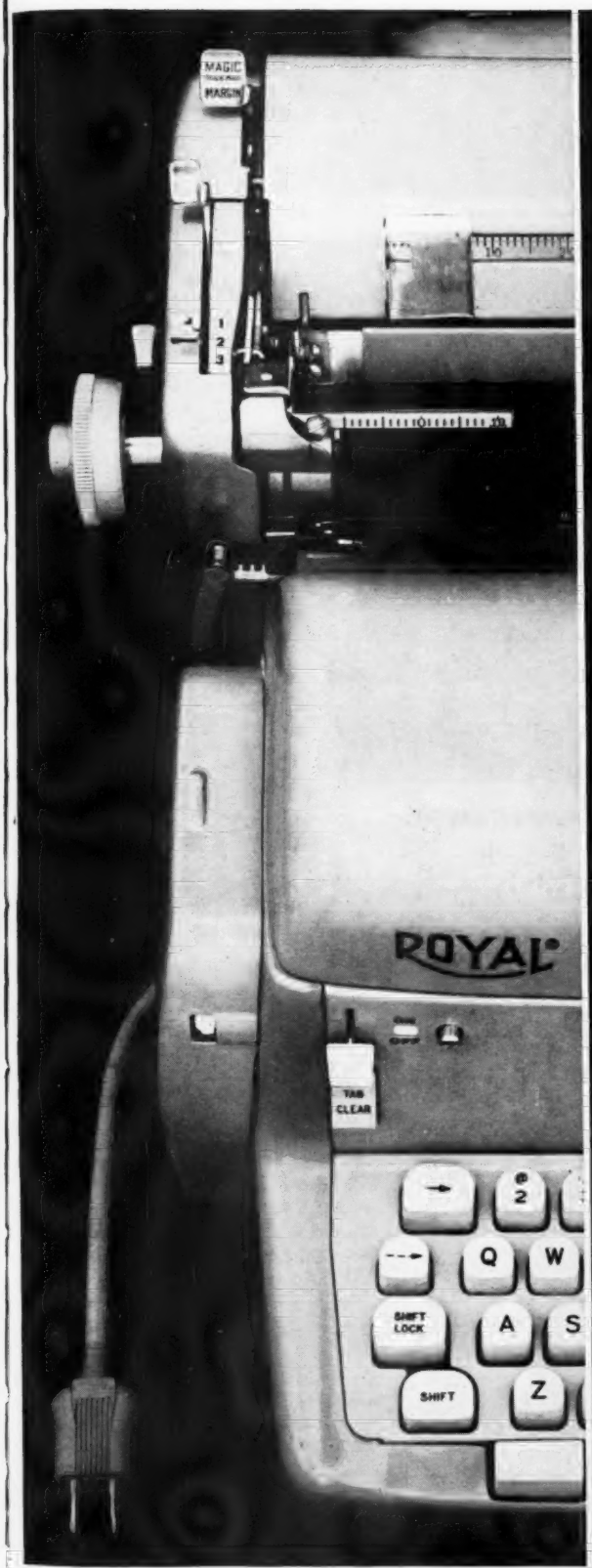
SABRE, the largest electronic processing system ever designed for business use, will be installed by American Airlines in 1961 to handle passenger reservations, it was announced last month by American Airlines President C. R. Smith and IBM President Thomas J. Watson, Jr.

A prototype working model of the new reservation system was shown at the time of the press conference announcing the new development.

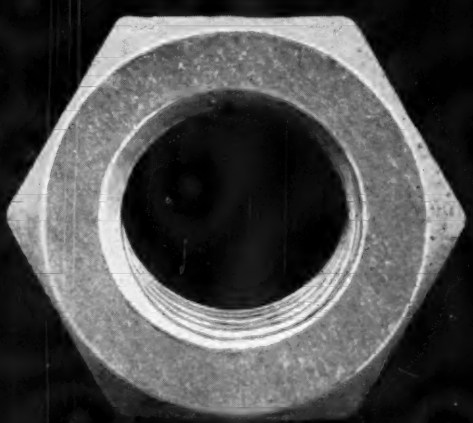
Mr. Watson, at the conference, said that the SABRE equipment, designated the IBM 7090, "represents a significant advance in computer systems designed to gather volumes of in-

(*To page* 44)

By pushing a few buttons, a ticket agent can get space information on any flight anywhere



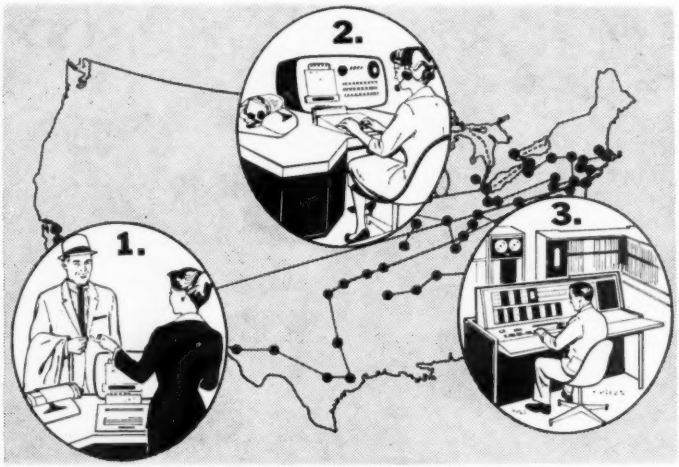
Royal Electric Typewriters are built better right down to the last nut



ROYAL®

Product of Royal McBee Corporation,
World's Largest Manufacturer of Typewriters

(*From page* 42)



New system in action

Here's how system would work. West Coast passenger books flight to East with stopover in Chicago. California agent punches request to processor on East Coast, which confirms reservation, and registers passenger's name, itinerary, in memory. Passenger, in Chicago, decides to prolong stay there. Chicago agent queries computer, receives complete passenger record and report on alternate space available within seconds. Agent instructs computer to make new reservation and change passenger record.

Two large transistorized computers, like those shown here, will serve as central information point for American ticket offices in 61 cities

formation from hundreds of remote points, automatically process and store this information in a central computer, and make the information available to all points in the network in a matter of seconds."

Most of the cities served by American Airlines will be linked to the center housing the 7090 by the end of 1962, it was reported at the conference. The computing center will be located in the New York metropolitan area, and will be linked with other cities in the network by leased telephone wires.

Speeds customer service

According to American Airlines and IBM, the new system will benefit customers in these ways:

The customer now has to wait while the agent checks the availability of space on a given flight. With current systems, this can take several minutes. With the new system, waiting time will be "reduced to seconds."

Clerical errors resulting in inconvenience to customers should be virtually eliminated, because all records will be kept in the "memory" of the machine, rather than on hand-written cards.

More airline seats will be available to the customer because SABRE "offers all seats for all flights instantly on a first come—first served basis to all cities served by American."

SABRE eliminates inconvenience to customers which results when the airline, through error, sells more seats than are available.

The system reduces the time customers spend on the waiting list for flights by making cancelled airline space available without delay to the waiting list.

According to American spokesmen, although most present airlines reservations systems do use electronics to "sell and record" seats, passenger name records are usually maintained by hand. This practice, they say, is time-consuming, wasteful, and can result in inaccuracies.

On a given day, American may have as many as a million passenger reservations records on file under the present system. Average time required to complete the processing of a reservations transaction with current filing procedures is 45 minutes.

SABRE, it is reported, with all these reservation records in its "memory" will do the same job in an average of three seconds.

The new system can also handle special arrangements for passengers, such as a request for a car rental or space on a connecting flight. It will

(*To page* 46)

Introducing the Recordak Portable Microfilmer

Just feed documents into new Recordak Portable and they're photographed and returned in sequence

READY TO TRAVEL OR STAY PUT!

Here at last is a wonderfully capable microfilmer that weighs less than an office typewriter—*just 24 lbs.* Take the Recordak Portable wherever the work is—from office to office . . . plant to plant . . . city to city.

Simple for anyone to operate. Just plug it in and you're ready to take pictures. Many unusual features—for example, who would imagine that two rolls of film could be exposed simultaneously in so trim a microfilmer?

New Portable opens door for even the smallest concerns to enjoy all the short cuts and protection which microfilming *alone* provides. At the same time, larger firms will find the new Recordak Portable a valuable adjunct to present microfilmers. Or use several Portables in decentralized microfilming.

Mail coupon today for free booklet giving full details.

RECORDAK®

(Subsidiary of Eastman Kodak Company)

originator of modern microfilming—
now in its 32nd year

MAIL COUPON TODAY

RECORDAK CORPORATION E-12
415 Madison Avenue, New York 17, N.Y.
Gentlemen: Send free booklet giving details on new Recordak Portable Microfilmer

Name_____

Position_____

Company_____

Street_____

City_____ State_____

(*From page* 44)

automatically answer requests for space from other airlines through established teletype circuits.

Other capabilities of the electronic system listed by IBM and American sources:

It will automatically remind American's agents at various locations to advise their scheduled passengers of any changes affecting them.

It will automatically advise agents to check on passengers who have not picked up their tickets within the time limit.

It will maintain and automatically process waiting lists of passengers desiring space on fully booked flights.

It will automatically supply fare quotations for most flights.

It will automatically supply information on arrival and departure times for the current day's flights.

In addition, the system will be able to handle air cargo inventories and routings.

In practice the system works in this fashion:

SABRE holds in one central location a complete "up-to-the-second" schedule of all regular American flights, the seats already reserved on them, and the number of seats remaining. It also contains a complete record of each individual reservation, including the passenger's name, telephone number, and itinerary.

These details and other necessary data change from second to second as new reservations are made, and previous reservations altered. All such additions and changes are recorded in the magnetic memories of the computing center.

In the field every American office will be equipped with special consoles, linked with the computing center in New York through a network of 10,400 miles of leased wires.

Passengers' requests for reservations and other flight information are entered through the console and transmitted to the computing center in the New York area.

The computer responds through signal lights on the console indicating seats available on all of American's more than 1,200 daily flight legs.

Passengers select a flight from those available and the American reservation agent presses a button on the console to confirm the flight chosen. As the seat is confirmed the computer automatically subtracts that seat from the number available for future sale.

The agent uses the console keyboard to record the passenger's name, telephone number, itinerary, and related information in the computer. There all the information becomes a part of the record of the passenger's flight until completed or cancelled.

The entire transaction is also recorded on the printer of the console, providing the agent with quick visual confirmation of all data he has just put into the computer.

Rem Rand offers new computer

Remington Rand Univac Division, Sperry Rand Corp., has announced the availability for commercial use of its new Larc Solid-State computer, which, the company claims, is the world's fastest and most advanced electronic computer system for both business and scientific use.

The new computer, according to Rem Rand sources, can operate at speeds up to 200 times faster than any other computer in existence today. It was originally designed and constructed for the Atomic Energy Commission.

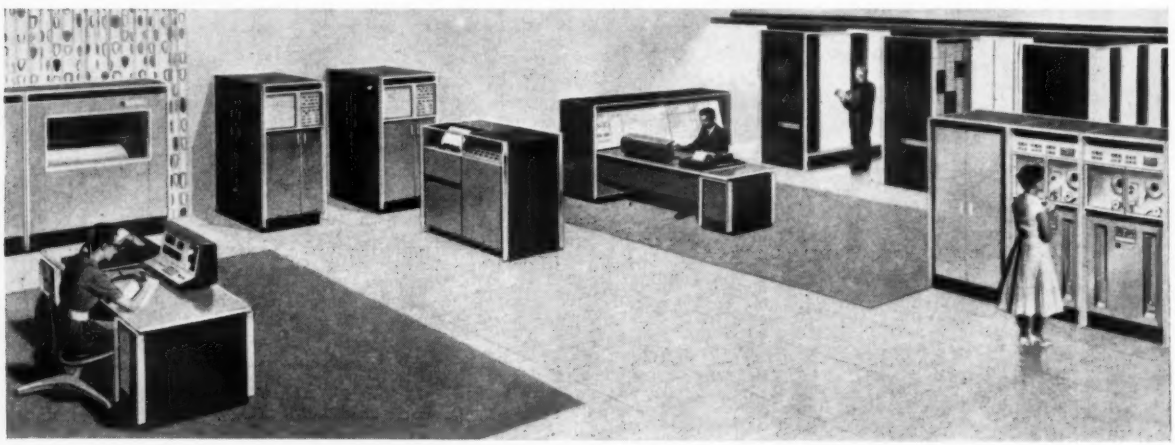
The new computer will sell at a price ranging from $6,000,000 upward, or rent for $135,000 a month or more. However, the company claims, in terms of individual operations on individual "bits" of information, the Larc will be considerably less expensive than any electronic data processor on the market.

Data processing and scientific problems can be carried simultaneously by the machine, according to the manufacturer, which estimates that the preparation of payroll and labor distribution for a company employing 15,000 employees can now be completed in a total machine time of fifteen hours a month, as compared with 450 to 900 hours required with current conventional equipment. And, even as the payroll is being run, the computer can simultaneously be solving scientific or engineering problems.

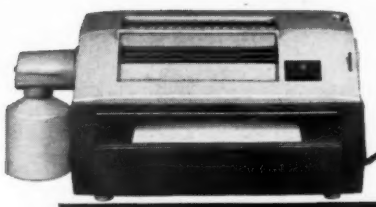
A typical nuclear reaction design problem, which would take five months to solve on existing computers, can be solved by the Larc in about one and a half days, Ram Rand spokesmen declared.

Solid state devices are partially responsible for this increase in speed, but times savings are also being accomplished through the use of new logic designs, new ways of routing information through the computing system, and new ways of manipulating data, the company reports.

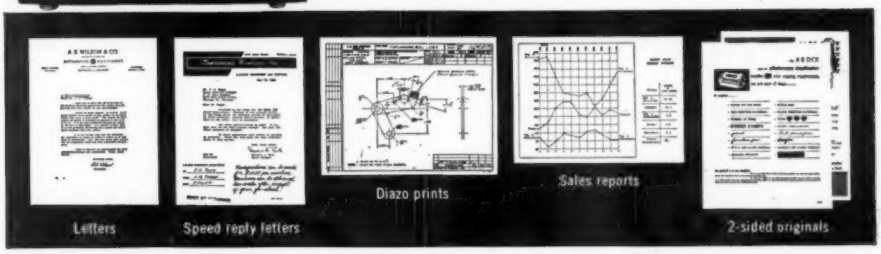
The Larc consists of a main computer unit which works in cooperation with a second computer, called a processor.

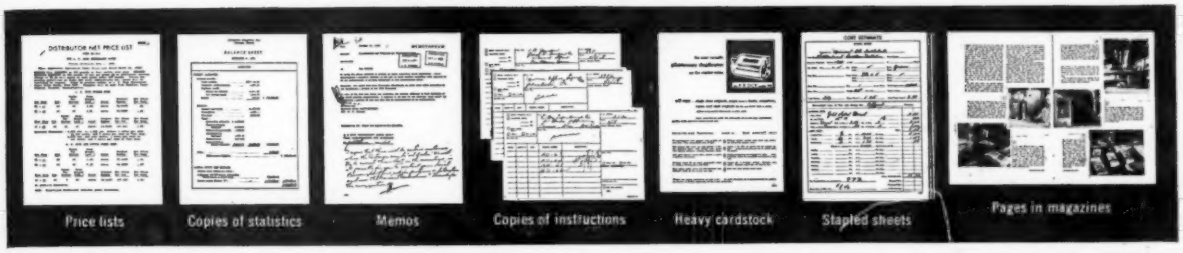


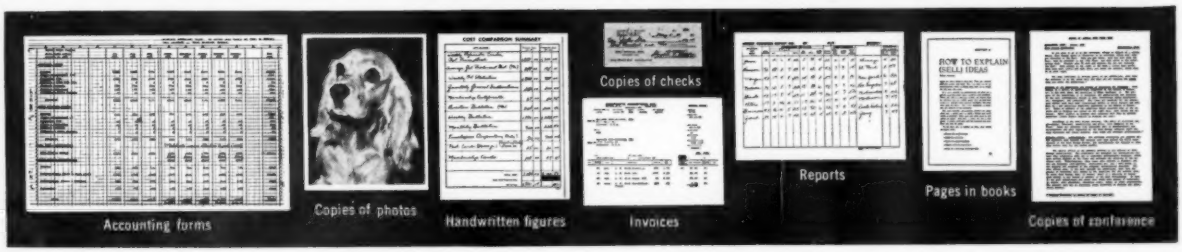
Remington Rand's new Univac Larc solid state computer, which, the manufacturer claims, operates 200 times as fast as any computer now in existence, can perform 250,000 additions and subtractions of 12-digit decimal numbers per second



THE NEW A·B·DICK PHOTOCOPIER MODEL 110







Copies anything... Copies everything

Only the New A. B. Dick Photocopier, Model 110 handles all your photocopying requirements . . . not just part of them! No brown, muddy, flimsy copies here . . . copies are sharp, jet-black on bone white, or on any of 5 eye-ease colors (ideally suited for color-keyed systems work). Copies anything printed, typed, duplicated, written, drawn or photographed. Even copies pages in books or magazines, colored originals, diazo prints, 2-sided originals, transparencies.

New Multi-Copy Process makes repetitive copies faster, easier and with new economy! New Multi-Copy Process produces more than one copy from a single exposure, lets you make several copies.

Call your A. B. Dick Company distributor, listed in the yellow pages, for information or a free demonstration. Or mail coupon at right.

A·B·DICK®

Achievement through Innovation

A. B. Dick Company,
Dept. OM-129
5700 West Touhy Avenue,
Chicago 48, Illinois

Please send me information about the NEW A. B. Dick Photocopier, Model 110 and NEW multi-copy process.

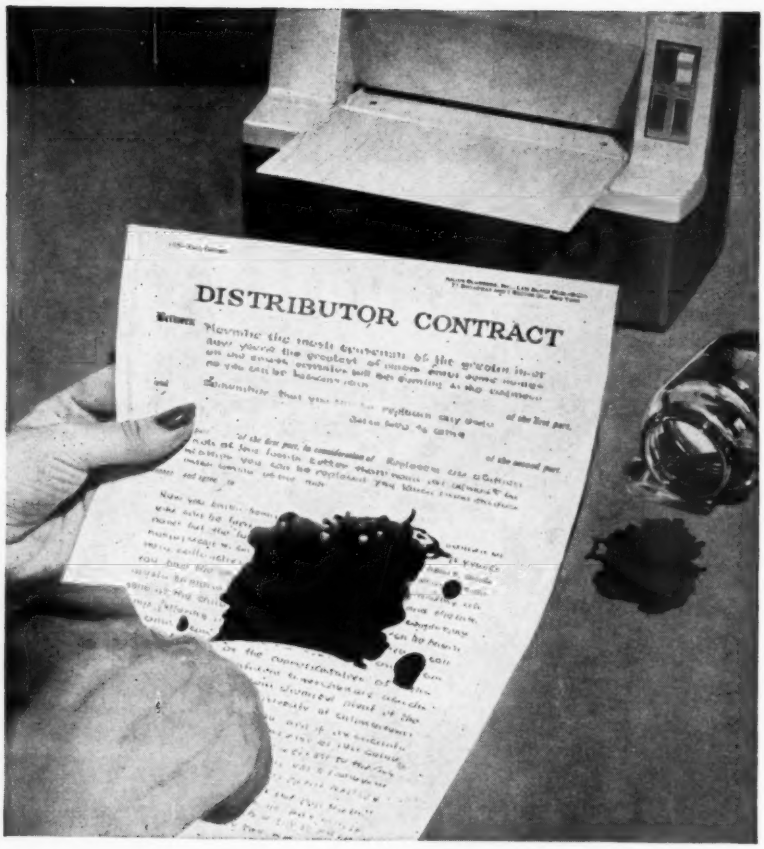
NAME_____

POSITION_____

COMPANY_____

ADDRESS_____

CITY_____ ZONE___ STATE___



Laminate film of MYLAR® provides lasting protection... won't become yellow or brittle

You get maximum protection of important documents when they are laminated with sheets of Du Pont" Mylar"* polyester film. Your valuable papers, charts, I. D. cards or even photographs are protected against tampering or mutilation due to rough handling.

Sparkling-clear "Mylar" won't yellow, crack or become brittle with age . . . it provides lasting protection against dirt, moisture and smearing. "Mylar" can be laminated by a small, desk-size machine, or by hand, using pressure-sensitive sheets.

Ask your supplier today for Du Pont "Mylar" for protection of your important documents. For information on other stationery items made with "Mylar", write E. I. du Pont de Nemours & Co. (Inc.), Film Department, Room OM-12, Wilmington 98, Delaware.

- CARBON RIBBON
- REINFORCED SHEETS
- SHEET PROTECTORS
- INDEX-CARD HOLDERS

"Mylar" is Du Pont's registered trademark for its polyester film. Du Pont manufactures the base material "Mylar"—not finished laminate sheets.

DU PONT
REG. U. S. PAT. OFF.
BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

DU PONT MYLAR® POLYESTER FILM

Troubles —

(*From page* 25)

immediately between the worker in that office and his production counterpart. If workers have privileges not ordinarily given in the factory—are allowed to smoke at their desks, for instance—again a subtle line has been drawn.

Moreover, the office has another advantage from management's viewpoint in that top company officials and basic workers are at least in the same location. The greater the communication, the easier the relationship between executives and workers, the less office workers are apt to feel part of a definite group separated in interests and goals from management. Obviously, in the headquarters of an enormous corporation, the president and executive vice president are not going to know every filing clerk by name. But there's no reason that most department heads can't establish a fairly close rapport with all their workers.

Common sense pays off

And, lastly, intelligent planning can avert many a critical situation. If a major systems study is going on within an organization, a study that promises to cut its total requirements for workers, the company would be wise to cut back on worker recruitment even while the study is continuing. It can make do with temporary workers, or even occasional overtime during the period of the systems analysis and it will not have to release workers when the new system goes into effect. All it takes is a little careful planning.

By the same token, if systems studies are to be undertaken, workers can be reassured even before they start that no one will be displaced—or they can be given no warning before the analysts appear in the office. One way, the staff is reassured before any fears or rumors have a chance to get started. The other way—the workers will know something is going on: the office grapevine will take care of that. The only thing is they will have a distorted version of what is about to happen, and by what might be called the iron law of rumor, they'll have the worst possible version of what it all means to them, and to their jobs.

Nothing could create a more receptive climate for unionization efforts.

These moves might all be categorized as the minimum defense against organization. In other words, if they are not made, there will be active dissatisfaction in the average office. But these moves alone do not

(*To page* 74)

JUST *30* DAYS TO GET YOUR CHRISTMAS BONUS

Take Us to Your Stationery Dealer!

SELECT THE PENCIL SHARPENERS YOU WANT
1. Order from your dealer.
2. Use coupons for cash.
3. HURRY! Limited offer!

SPECIAL BIG CHRISTMAS BONUS PLAN BRINGS BIG SAVINGS TO YOU!

If you work with pencils, and like them sharp, you should always have your own personal pencil sharpener within reach... *at office and at home!* Thousands of successful business men and women wouldn't be without this luxurious *necessity*... and also provide the same step-saving convenience for their staffs.

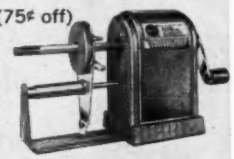
With Apsco's free Christmas Bonus Coupons you can't afford to put it off a day longer!

APSCO PRODUCTS, INC., Los Angeles • Rockford • Toronto
"For 53 years, the world's largest manufacturer of pencil sharpeners."

CLIP ON DOTTED LINE ◀ TAKE TO YOUR DEALER ▶

DANDY "SUPER 10" (75¢ off)

Executive type, top-of desk portable model. Sharpens all sizes of pencils. Adjustable for fine, medium or blunt points. Automatic feed.



THIS CHRISTMAS BONUS COUPON IS WORTH 75¢ 11-12

Simply mail or take this coupon to your stationery dealer and he will allow you full cash value of 75¢ toward the purchase of one Apsco Dandy "Super 10" pencil sharpener. (This special bonus offer closes Dec. 31, 1959.)

NOTE TO DEALER: Apsco Products, Inc., P.O. Box 840, Beverly Hills, California agrees to redeem this coupon for full face value on reorders in accordance with the Apsco Christmas Bonus Plan as announced. Attach your accumulated coupons to your re-stocking order and full credit will be deducted from your invoice. (Dealer redemption offer closes January 31, 1960, one month after close of consumer offer.) Mail directly to Apsco, or your Apsco salesman. Your special Christmas Bonus opportunity is made possible only by this special, direct Apsco-to-dealer plan. This offer limited to the continental United States and its possessions. Offer void where prohibited, regulated or taxed. Offer subject to withdrawal without notice upon redemption of coupons then outstanding in dealers hands.

CLIP ON DOTTED LINE ◀ TAKE TO YOUR DEALER ▶

DEXTER "SUPER 10" (50¢ off)

A heavy-duty sharpener for general office use. Dial selector for multi-sizes of pencils. Adjustable for fine, medium or blunt points.

THIS CHRISTMAS BONUS COUPON IS WORTH 50¢ 11-12

Simply mail or take this coupon to your stationery dealer and he will allow you full cash value of 50¢ toward the purchase of one Apsco Dexter "Super 10" pencil sharpener. (This special bonus offer closes Dec. 31, 1959.)

NOTE TO DEALER: Apsco Products, Inc., P.O. Box 840, Beverly Hills, California agrees to redeem this coupon for full face value on reorders in accordance with the Apsco Christmas Bonus Plan as announced. Attach your accumulated coupons to your re-stocking order and full credit will be deducted from your invoice. (Dealer redemption offer closes January 31, 1960, one month after close of consumer offer.) Mail directly to Apsco, or your Apsco salesman. Your special Christmas Bonus opportunity is made possible only by this special, direct Apsco-to-dealer plan. This offer limited to the continental United States and its possessions. Offer void where prohibited, regulated or taxed. Offer subject to withdrawal without notice upon redemption of coupons then outstanding in dealers hands.

CLIP ON DOTTED LINE ◀ TAKE TO YOUR DEALER ▶

GIANT (25¢ off)

The everyday workhorse of the pencil sharpener industry. Over 7,000,000 in use in offices, stores, homes and schools since 1947. Dial selector.

THIS CHRISTMAS BONUS COUPON IS WORTH 25¢ 11-12

Simply mail or take this coupon to your stationery dealer and he will allow you full cash value of 25¢ toward the purchase of one Apsco Giant pencil sharpener. (This special bonus offer closes Dec. 31, 1959.)

NOTE TO DEALER: Apsco Products, Inc., P.O. Box 840, Beverly Hills, California agrees to redeem this coupon for full face value on reorders in accordance with the Apsco Christmas Bonus Plan as announced. Attach your accumulated coupons to your re-stocking order and full credit will be deducted from your invoice. (Dealer redemption offer closes January 31, 1960, one month after close of consumer offer.) Mail directly to Apsco, or your Apsco salesman. Your special Christmas Bonus opportunity is made possible only by this special, direct Apsco-to-dealer plan. This offer limited to the continental United States and its possessions. Offer void where prohibited, regulated or taxed. Offer subject to withdrawal without notice upon redemption of coupons then outstanding in dealers hands.

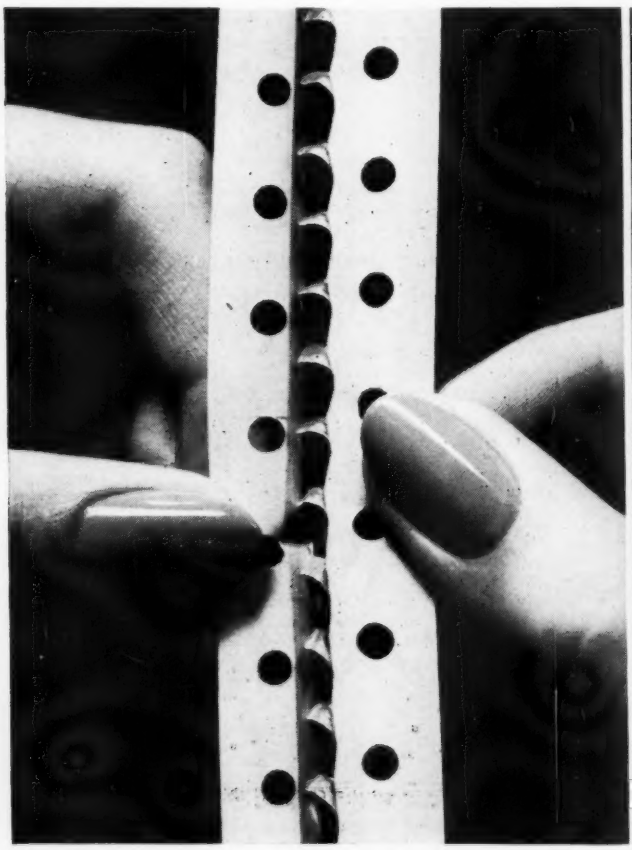
A NEW DIMENSION IN MULTIPLE PART FORMS

Moore

Speediflex is more than a new form. It is a brand new concept that gives natural forms movement to the writing and handling of continuous multiple-part forms. This revolutionary advance is due to an ingenious construction feature patented by Moore, and engineered to insure perfect part-to-part register.

Here is the Speediflex secret. The carbons are 'flex cut' for natural flow of forms. Staggered adhesive lines on either side of the flex cuts anchor the carbons as a flexible bond between the parts in the set.

The entire set of Speediflex carbons and parts is a flexible unit that feeds—naturally and in perfect alignment—around the writing platen. This does away with 'tenting' or 'peaking' at the set fold. Natural-moving Speediflex parts feed squarely on



THE SECRET OF SPEEDIFLEX — Flex cuts in carbons create new flexibility.

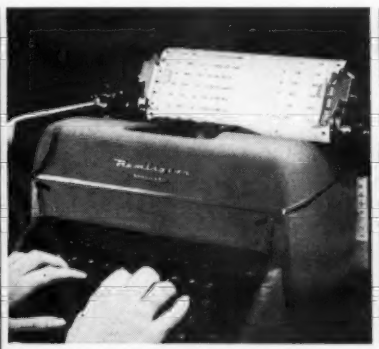
PERFECT REGISTER is assured at any writing speed.

Speediflex

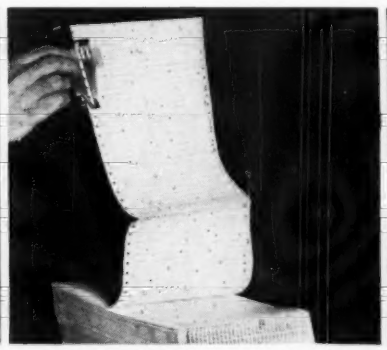
the pins to assure perfect part-to-part register at the writing point, regardless of writing speed or equipment used.

Speediflex has other writing and after-writing features that contribute to perfect feeding, perfect part-to-part register and trouble-free action. Among them . . . a new method of perforation permitting natural folding, neater packs with fast carbon extraction . . . narrow carbons that lessen bulk, for fast paper flow without creep or jam. For a summary of *all* the advantages Speediflex combines in one continuous form, call in the Moore man or write the Moore office nearest you.

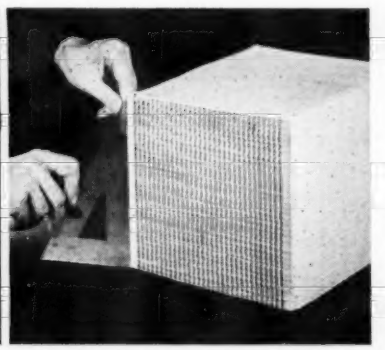
MOORE BUSINESS FORMS, INC. Niagara Falls, N. Y.; Denton, Texas; Emeryville, Calif. *Over 300 offices and factories throughout the United States, Canada, Mexico, Cuba, Caribbean and Central America.*



ALL WRITING MACHINES handle Speediflex smoothly in natural, flexible movement without any tenting or peaking at the set fold.



FLEXIBILITY FOR PERFECT REGISTER makes both sides of each part move freely, floating between carbons in natural alignment.

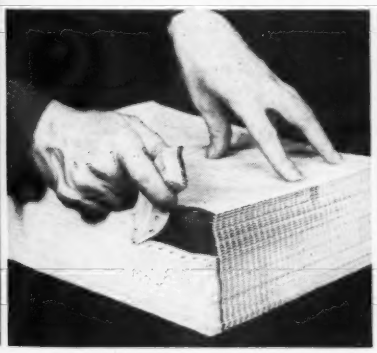


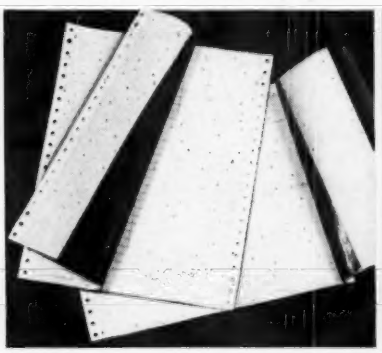
NEATER PACKS, BETTER REFOLDING—Special set perforations permit forms to fold and refold naturally into neat square packs.

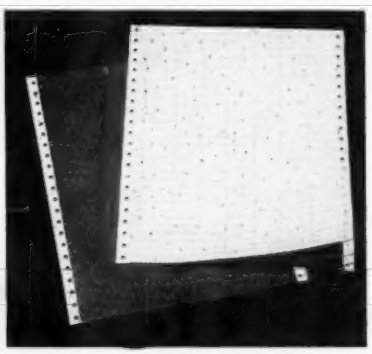
STRIP OFF MARGINS—Sensitive perforations simultaneously cut through carbons and parts, and speed stripping and decollating.

STRIP COATED CARBONS are available to eliminate unwanted data on any or all copies. Narrower carbons are also available.

SECTIONAL SETS FOR SYSTEM USE offer you one part or more loose or, if needed, two or more sets included in the full set.







Speediflex is a patented product of Moore Business Forms, Inc.

Build control with

MOORE BUSINESS FORMS

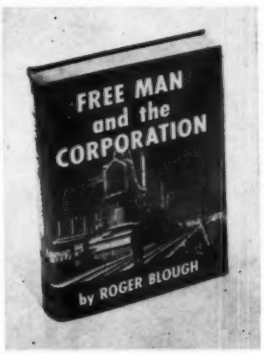
TOOLS OF THE OFFICE

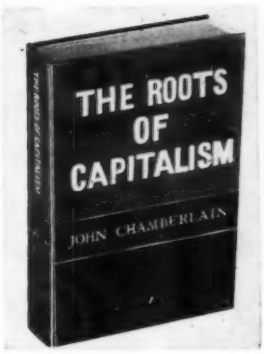
BOOKS OF INTEREST TO OFFICE MANAGEMENT

FUNDAMENTAL to every activity of the office is knowledge: the knowledge of typing and shorthand skills the stenographer brings to her job; the mathematical abilities demanded of the bookkeeper; the whole range of techniques and skills required by the executive in charge of the office.

And, since the role of that executive is a changing one, it follows that, though he must know the characteristics and abilities of most of the common office "tools," perhaps the most important tool of all, as far as he himself is concerned, is the book, the reference, the printed word, which brings him knowledge of the latest and best thinking in all of the areas in which he must operate.

Presented on the succeeding pages are some of the books published in 1959 which would be of particular interest and importance to the man or woman charged with responsibility for planning and directing a company's paperwork operations.





New books of general interest to all management executives

MEN WHO MANAGE, by Melville Dalton. John Wiley & Sons, Inc., 440 *Fourth Ave., New York* 16. 318 *pages.* $6.75.

The book is concerned with functioning managers and the roles they play in the organization and life of a company. An intimate view of the manager in action, the book also discusses the coexistence of formal and informal systems of organization in the modern commercial and industrial enterprise. This volume is one in a series of books issued under the auspices of the research program of the Institute of Industrial Relations, University of California.

FREE MAN AND THE CORPORATION, by Roger Blough. McGraw-Hill Book Co., Inc., 330 *W.* 42 *St., New York* 36. 126 *pages.* $4.50.

Written by the chairman of the board of the United States Steel Corporation, this volume explains what a corporation is, why it exists, how it operates, and its relationship with the free individual. Revealing management techniques and the philosophy of U. S. Steel, Mr. Blough discusses the corporate role in bettering the community and enhancing the creative personality of its members. He writes, "It is a notable characteristic of a free society that men will voluntarily join forces for their common welfare — material or spiritual—and that, of the many ways to improve human welfare, by all odds the voluntary route of group cooperation of like-minded individuals has proved to be the most effective." Mr. Blough also discusses the corporate attitude toward competition and management relations with unions. Of the latter he writes, "The power of labor unions and their dominance over a most essential part of the productive process of the many companies in entire industries, together with the effective collaboration among the unions, adds up to a force which no one company or even any one industry could begin to equal—a force which well surpasses the strength of any group of private organizations this country has ever known. And people become wary of too much power." The union and its members can contribute a great deal constructively, the author states, "But the activities and objectives of the labor union group should be consistent with the objective for which free men chose to associate as a productive group in the first place."

THE ROOTS OF CAPITALISM, by John Chamberlain. D. Van Nostrand Co., Inc., 120 *Alexander St., Princeton, N. J.* 236 *pages.* $5.50.

This book explores the intellectual and practical accomplishments that have given rise to American capitalism, and the ideas underlying U. S. economic institutions. In discussing the various categories and institutions of economics the author harbors "a mature preference for the uncoerced man." This viewpoint serves as the basis for a critique of weaknesses in the theories of such men as Robert Owen, Karl Marx, and Lord Keynes, economic philosophers who supported planned or dictatorial economic systems.

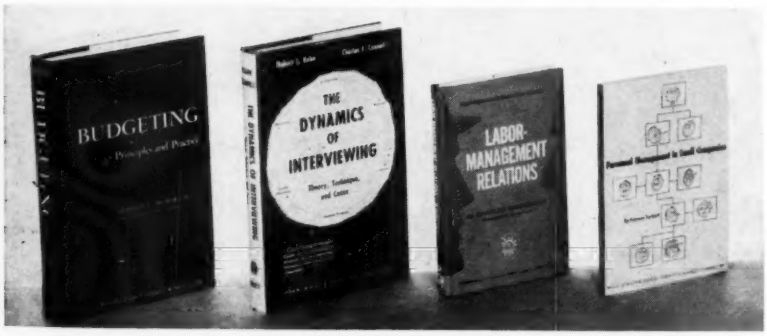
Mr. Chamberlain points out the importance of the James Watts, Eli Whitneys and Henry Fords — "men of invention and technological improvement" — so often disregarded as a decisive force by economic historians. The book provides a blend of political and economic theory with the practical accomplishments of American businessmen and innovators — a dialectic for capitalists.

PATTERNS OF PERFORMANCE, by Eli Ginzberg and Associates. Columbia University Press, 2960 *Broadway, New York* 27. 340 *pages.* $6.00.

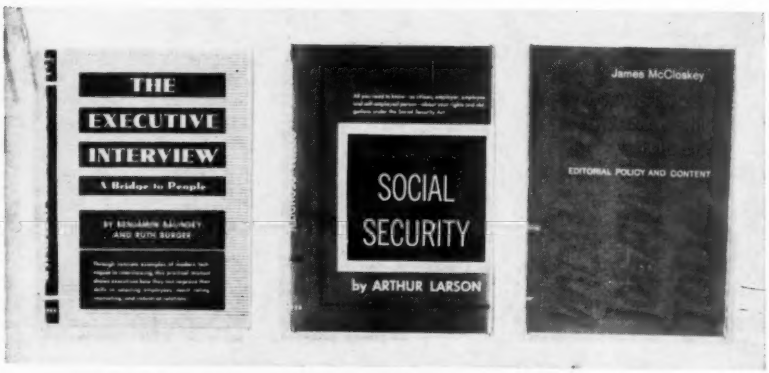
The third volume in the Conservation of Human Resources Project established at Columbia University by General Eisenhower in 1950 entitled, "The Ineffective Soldier: Lessons for Management and the Nation." Preceding volumes in the study are, "The Lost Divisions" and "Breakdown and Recovery." The current book provides a view of the entire study, and develops new and revelatory information for understanding the performance of men in war and peace. The applications of this vast and revealing study

TOOLS OF THE OFFICE

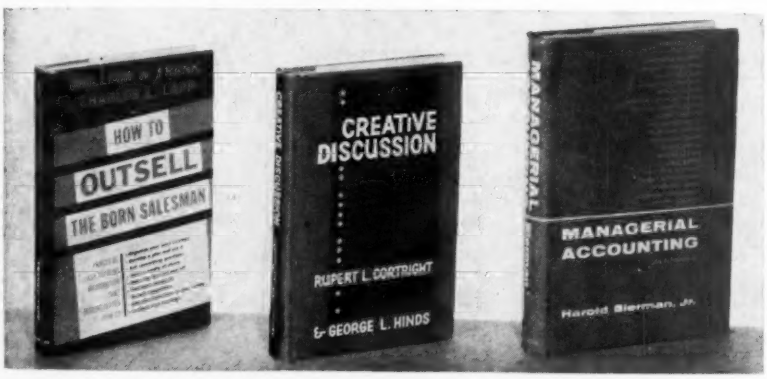
Books of specialized interest



For reviews of books shown see the following pages: "Budgeting," p. 55; "The Dynamics of Interviewing," p. 66; "Labor Management Relations," p. 56; "Personal Management in Small Companies," p. 66.



For complete reviews of these see: "The Executive Interview, A Bridge to People," p. 59; "Knok Your Social Security," p. 61; "Industrial Journalism Today, Editorial Policy and Content," p. 62.



For complete reviews see: "How to Outsell The Born Salesman," p. 66; "Creative Discussion," p. 58; "Managerial Accounting," p. 58.

for business are manifold, involving new aspects of selection, placement, training, and discipline. Personality and performance theories once considered valid are measured against comprehensive data; where old theories fail to jell with actual performance records, new theories are projected to fill the intellectual gap. In one succinct paragraph the authors sum up the lesson to be learned; "No society can afford to ignore the fact that one out of every seven men was judged to be mentally or emotionally incapable of serving effectively in its armed forces in time of war; or that a significant, if much smaller, proportion cannot support themselves in time of peace. The cost of failure not only to the individual but to his family, to business, and to the larger community is too high to be tolerated by a responsible democracy."

EXECUTIVE PUBLIC SPEAKING TECHNIQUES, by Harry Simmons. Chilton Co. Book Div., 56th and Chestnut St., Philadelphia 39. 226 *pages*. $5.00.

"Every human being has a speaking personality that can be improved by application of certain rules of conduct, and attention to such details as attitude, pleasantness, humanness, and considerateness," states the author. On this hypothesis he offers hints and suggestions by which the full speaking potential of the executive may be evolved. Section I of the volume is entitled "Preamble to Executive Public Speaking" and contains the results of a survey taken by the author of 250 top executives in the U. S. and Canada. The survey points up current trends and diversity of opinion on various aspects of the subject. The second section, "Building the Executive's Background", is devoted to the importance to an executive of the ability to speak effectively, and the basic attitudes which can help him attain prestige and reputation for himself and the company he represents. Section III contains a short "course" in public speaking, a chapter outlining effective speaking techniques, and a discussion of the art of good language.

THE MOTIVATION TO WORK, by Herzberg, Mausner, and Snyderman. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. 157 *pages*. $4.50.

Expressing a dissatisfaction with previous research and clinical attitudes taken toward the worker and his job, the authors attempt a new approach through the practical reformulation of purpose and methodology. Accord-

ing to the authors, previous attempts in research or job attitudes have merely produced half a loaf—those who have studied employee attitudes seldom report the effects of those attitudes; studies revealing the effects of employee attitudes have negelected the all-important origins of the attitudes. The present volume attempts to cover the total problem; it studies the factors influencing employee attitudes; the attitudes themselves; the effect of various attitudes on business and production. Procedure for the proper study of work attitudes is outlined, with chapters devoted to the problem of analysis, factors affecting the final results, and the implications of those results to business.

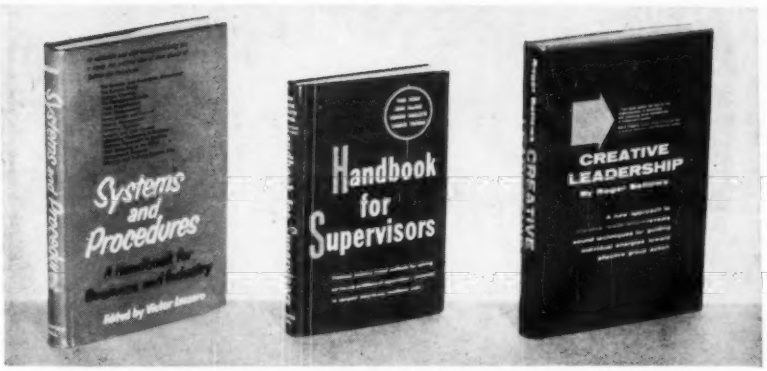
The introduction of the volume establishes the motive and justification of the study, "The assumption was made that the best justification for this work was in its potential social usefulness . . . To discover and then reinforce the kinds of things that make people happier—to discover and then diminish the kinds of things that make people unhappy—is indeed a worthy end."

Concerned primarily with the basic philosophies of work motivation, the book provides answers to the following basic questions: 1. How can we assess a person's feelings about his job that would provide information beyond an artificial rating scale number? 2. What happens on jobs that changes people's feelings about them? 3. What are the effects of these changes?

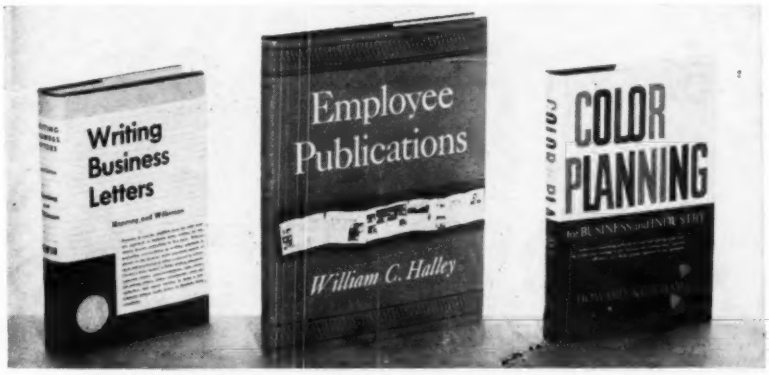
In conclusion the authors express the following feeling toward knowledge and results produced by the study: "We cannot help but feel that the greatest fulfillment of man is to be found in activities that are meaningfully related to his own needs as well as those of society."

BUDGETING: Principles and Practice, by Herman C. Heiser. 415 *pages. The Ronald Press Co.,* 15 *E.* 26 *St., New York* 10. $10.00.

Mr. Heiser's authoritative book for managerial personnel suggests various methods of planning and coordination through the principles of budgeting. He states in the preface, "Budgeting, as a management tool, has assumed a major role in the management function. While originally the budget constituted a financial document, there has been an ever-increasing trend toward extending budgeting to include the planning, coordinating, and controlling of the entire operation of a business. Thus, budgeting becomes a function of the entire management team."



For complete reviews see: "Systems and Procedures," p. 62; "Handbook for Supervisors," p. 62; "Creative Leadership," p. 63.



For book reviews see: "Writing Business Letters," p. 66; "Employee Publications," p. 63; "Color Planning for Business and Industry," p. 64.

For reviews see: "Streamlining Your Executive Workload," p. 64; "The Management of Time," p. 66; "Management in Industry," p. 65.

The book emphasizes two major subjects:

1. Planning and coordination, plus control, which constitute the dual aspects of budgeting.

2. Detailed application of the principles and procedures of planning, coordination, and control to various aspects of the budget.

The book is organized into three parts and appendices.

Part I, composed of five chapters, is given to a review of budgeting for the purposes of planning and coordination. The title of Chapter 5 is "The Budget in Final Form."

Part II, consisting of three chapters, deals with budgeting as a tool for control, including measurement of deviations from expected performance standards in planned and actual operations.

Part III, which has twelve chapters, is a detailed discussion of the techniques of budgeting and controlling each of the ten major categories of income and expenditure.

(*To page* 56)

How PENDAFLEX® gives more miles to the gal

Simple. Hanging, sliding folders mean less work, more speed for every file gal. Finger-tip control of all folders increases a gal's file power, too... makes *any* file clerk a top octane performer. And exclusive Pendaflex "Keyboard" selection is geared for peak efficiency, new office economy.

Full details optional at no extra cost when you send for free File Analysis. Mail coupon today.

Oxford Filing Supply Co., Inc.
Garden City, New York

In Canada, Luckett Distributors, Ltd.

OXFORD FILING SUPPLY CO., INC.
11-12 Clinton Road, Garden City, N. Y.

Please send everything that is free...including File Analysis Sheet.

NAME_____

FIRM_____

STREET_____

CITY_____ ZONE____ STATE_____

Oxford® FIRST NAME IN FILING

TOOLS OF THE OFFICE

The volume, which contains many illustrations, emphasizes the managerial phases of budgeting more than its more routine aspects.

WORK MEASUREMENT IN THE OFFICE: A GUIDE TO CLERICAL COST CONTROL, by Elmer V. Grillo and C. J. Berg. McGraw-Hill Book Co., Inc., 330 *W.* 42*nd St., New York* 36. 200 *pages.* $5.75.

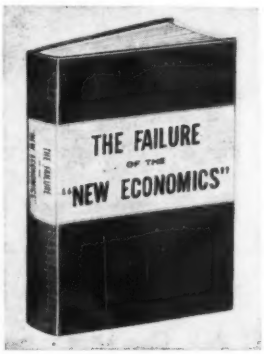
A comprehensive coverage of the information essential in setting up and executing an office work measurement program. Step by step, the authors tell how to organize a program, what problems to anticipate, how to gain the cooperation of employees, and methods by which the entire organization may be studied. Six techniques of measuring office production are fully described and evaluated as an aid to the reader in selecting the one system which best fits his needs. A special feature of the book is a description of the use of the statistical method of work sampling, including the appropriate forms, charts and tables. The coordination of work measurement with incentive plans is also discussed.

LABOR-MANAGEMENT RELATIONS, by Charles Wiedemann. Reinhold Publishing Corp., 430 *Park Ave., New York* 22. 112 *pages.* $3.75.

A new book in the Management Science Series, "Labor-Management Relations" is designed to familiarize the business executive with specialized fields of management. The Messrs. Stoneman and Chandler, Boston attorneys, said in their introduction to the new volume, "Here is a work which covers the actual day-to-day problems a company must face in dealing with employees and trade unions—which tells specific steps that a company may take to satisfy the

human needs of its employees. From this volume a company can learn what to expect from the union negotiating team and how to walk through the intricate maze that is collective bargaining."

One of the chapters, entitled "Management Rights," offers practical guidance in labor relations fields and critical problems in the employee-management relationship are presented, explored, and resolved through various suggested solutions.



THE FAILURE OF THE NEW ECONOMICS: An Analysis of the Keynesian Fallacies, by Henry Hazlitt. D. Van Nostrand Co., Inc., 120 Alexander St., Princeton, N. J. 480 pages. $7.50.

The General Theory of Employment, Interest, and Money, by the late Lord Keynes appeared in 1936 and has often been hailed as the most influential economic work published in the twentieth century. It was the harbinger of an entirely new body of literature referred to as the "New Economics."

In the present volume, Henry Hazlitt subjects Lord Keynes's work to a chapter-by-chapter, theorem-by-theorem, critical analysis. Every leading Keynesian tenet is challenged: the attempted refutation of Say's Law; the fear of thrift and saving; the alleged dependence of employment on "the propensity to consume"; the disparagement of the gold standard; and the contention that unemployment is not caused by wage-rates that are excessive in relation to prices or production.

WORK MEASUREMENT, by Virgil H. Rotroff. 203 *pages. Reinhold Publishing Corp.,* 430 *Park Ave., New York* 22. *Price,* $4.85.

Mr. Rotroff's book explains the fundamental principles and techniques of work measurement and their practical application to existing industrial problems. Tested methods employed by management consultants in all phases of work measurement programs are described thoroughly.

Can you trust your mailing scale?

Ever realize that your mail scale sometimes can't be trusted? Fact! If it overweighs *on as few as 8 letters a day, you could lose nearly $100 a year. And if it* underweighs, *the mail you send out arrives "Postage Due"—the recipients pay your postage for you. This hurts your company reputation and creates customer ill will.*

Get rid of your old, tired, inaccurate scale, and get a new Pitney-Bowes mailing scale!

A PB scale is precision built, with an automatic pendulum mechanism that stays accurate. It registers quickly, and exactly. The hairline indicator and large chart markings leave no doubt. Big figures are easy to read. Mailing is faster and easier. You save postage, and avoid mistakes.

Ask the nearest Pitney-Bowes office to show you any of the six PB scale models—including the parcel post scale with 70 lb. capacity. Or send coupon for free illustrated booklet.

FREE: *Handy desk or wall chart of Postal Rates, with parcel post map and zone finder.*

PITNEY-BOWES
Mailing Scales

PITNEY-BOWES, INC.,
2979 Walnut St., Stamford, Conn.
Originator of the postage meter . . . offices in 121 cities in U. S. and Canada.

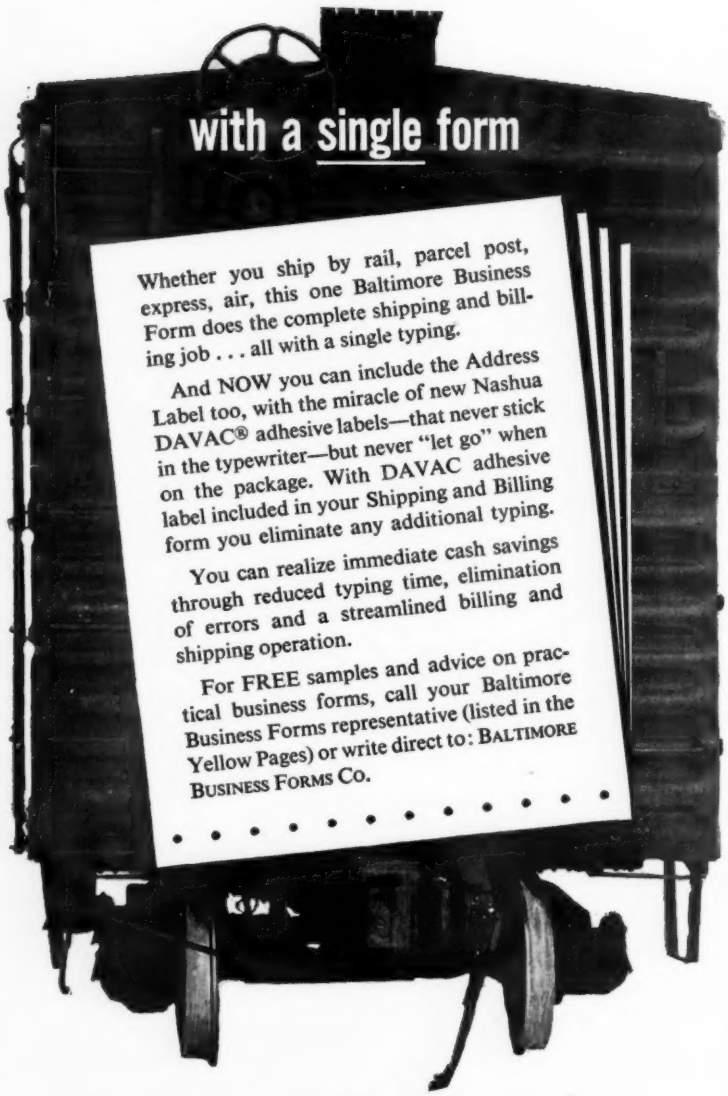
PITNEY-BOWES, INC.
2979 Walnut Street
Stamford, Conn.

Send free booklet ☐ *rate chart* ☐

*Name*_____

*Address*_____

SHIP and BILL


with a single form
Whether you ship by rail, parcel post, express, air, this one Baltimore Business Form does the complete shipping and billing job . . . all with a single typing.
And NOW you can include the Address Label too, with the miracle of new Nashua DAVAC® adhesive labels—that never stick in the typewriter—but never "let go" when on the package. With DAVAC adhesive label included in your Shipping and Billing form you eliminate any additional typing.
You can realize immediate cash savings through reduced typing time, elimination of errors and a streamlined billing and shipping operation.
For FREE samples and advice on practical business forms, call your Baltimore Business Forms representative (listed in the Yellow Pages) or write direct to: BALTIMORE BUSINESS FORMS CO.

Baltimore Business Forms

THE BALTIMORE BUSINESS FORMS COMPANY

3134 Frederick Avenue, Baltimore 29, Md.

Use Readers' Inquiry Coupon on Page 86

TOOLS OF THE OFFICE

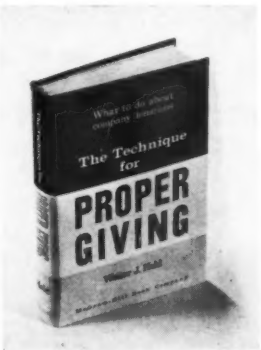
CREATIVE DISCUSSION, by Rupert L. Cortright and George L. Hinds. The Macmillan Co., 60 Fifth Ave., New York 11. 303 *pages.* $6.00.

"Through discussion men may learn new ideas and understanding of one another. Through discussion they may find truth and may develop enlightened democratic action. Through discussion they may think through their problems together and come to higher ground in conclusions than would have been attained by isolated judgment." This is the attitude taken by the authors toward the value of free-flowing verbal communications between men. The authors point out that the increasing pace of industrial and technological progress demands a new awareness and vitality that can be greatly augmented by the conference, discussion, and techniques involved in good interpersonal relations. Discussion is treated by Cortright and Hinds as means toward human coordination, not as an end in itself; it involves creativity. The latter element is defined by the authors as follows: "Creative participation . . . thought of in terms of manpower utilization in discussion, involves the coordination of individual contributions into dynamic relationships that deal with ideas, feelings, and socio-psychological processes at work in common pursuits of solutions and understandings." Various kinds of discussion situations are outlined, including brainstorming, role-playing, problem-solving, and industrial leadership conferences; the basic planning of a discussion, the discussion cycle, and methods of controlling a discussion are also described.

MANAGERIAL ACCOUNTING: An Introduction, by Harold Bierman, Jr., The Macmillan Co., 60 Fifth Ave., New York 11. 481 *pages.* $10.00.

This volume is designed to give a solid, practical foundation in accounting to executives, managers, and those who need a fundamental understanding of the role played by accounting in management decision-making. The book is divided into two sections. The first, entitled, "Financial Accounting," provides the reader with background material in basic accounting techniques. It discusses the accounting cycle, the concepts and conventions of accounting, the preparation and analysis of financial statements, and other pertinent aspects. The second section, "Managerial Accounting," emphasizes the control of costs and the

acquisition of relevant information for decision making. Other chapters discuss: capital budgeting, variable costing, reports, measuring performance, and accounting with a changing price level.



THE TECHNIQUE FOR PROPER GIVING, by Walter J. Held. McGraw-Hill Book Co., Inc., 330 W. 42 St., New York 36. 232 pages. $6.00.

Businessmen receiving a number of appeals from charity organizations and drives should derive a great deal of help from this book which shows the steps one may take in establishing a fair and prudent program of corporate giving. The problem is treated in detail, covering such delicate matters as handling stockholders, company executives, or clients who may be soliciting for a particular charity. A complete section of the book is devoted to good donation policies established in 100 representative companies surveyed by the author. Examples of actual letters are given to cover specific problems or situations such as politely turning down an appeal without incurring harsh feelings. Other sections deal with setting donation budgets, and establishing policies regarding communication among executives commonly exposed to appeals. Help in deciding which organizations should receive your support is also given.

THE EXECUTIVE INTERVIEW, A Bridge to People, by Benjamin Balinsky and Ruth Burger. Harper & Bros., 49 E. 33 St., New York 16. $4.00.

A handbook to serve the executive who must talk with people, both formally and informally, during his working day. A wide range of interview situations are presented and discussed in non-technical language, including employee selection, handling personnel conflicts, and dealing with the employee under tension. Each situation is presented in detail with sample

(*To page* 61)

He claims we won't need sea legs now that we

Use a slip-retardant wax containing LUDOX®

(Du Pont's anti-slip ingredient)

You benefit two ways with floor wax containing "Ludox". First, there's the skid resistance "Ludox" adds. Tiny, transparent spheres of "Ludox" exert a snubbing action with every footstep . . . give sure-footed traction. Second, you get the lasting beauty only a fine wax can give your floors . . . and it's easy to *keep* floors beautiful, because scratches and scuffs can be buffed out, without rewaxing.

Floor waxes containing "Ludox", Du Pont's anti-slip ingredient, give your floors the appearance you want, plus added safety underfoot.

Mail coupon below for more information and a list of suppliers of quality floor waxes containing "Ludox". E. I. du Pont de Nemours & Co. (Inc.), Industrial and Biochemicals Dept., Room N-2533, Wilmington 98, Delaware.

LUDOX®
COLLOIDAL SILICA
DU PONT
REG. U.S. PAT. OFF.
BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

MAIL THIS COUPON TODAY

E. I. du Pont de Nemours & Co. (Inc.)
Industrial and Biochemicals Dept.
Room N-2533OM, Wilmington 98, Delaware

Please send me the free booklet describing the advantages of using floor wax containing "Ludox" and a list of suppliers of these quality waxes.

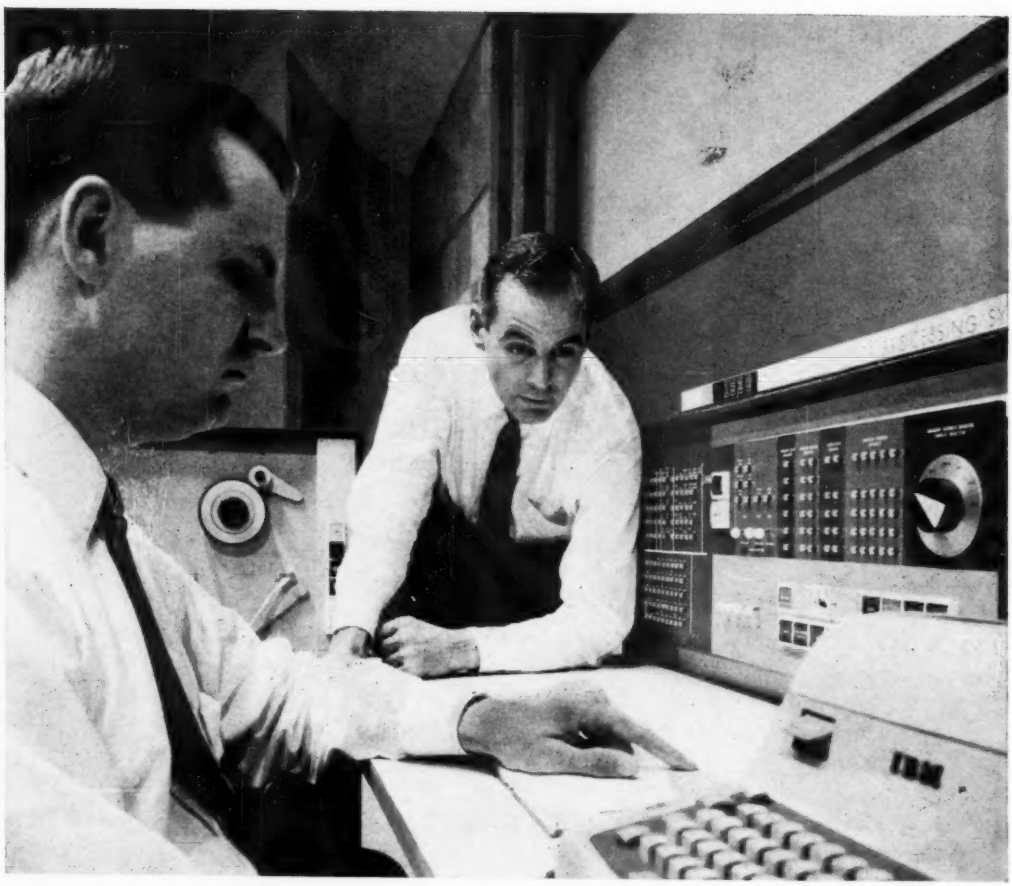
*Name*_____

*Firm*_____ *Title*_____

*Address*_____

*City*_____ *State*_____

If you like the sweet smell of success — you read your businesspaper carefully and regularly. You know there's no other place you can get so much of what you need to be outstanding in your job, or in your field, as the information you find concentrated in the advertising and editorial pages . . . of OFFICE MANAGEMENT.



Where there's business action, there's a businesspaper . . . where there's office business, there's

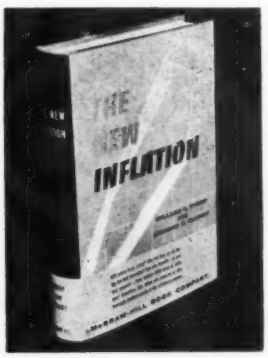
OFFICE MANAGEMENT

BUSINESS PAPER LEADERSHIP ABP AUDITED PAID CIRCULATION ABC

TOOLS OF THE OFFICE

(*From page* 59)

dialogues to illustrate specific points. Individual chapters discuss the techniques essential to effective interviewing, such as breaking down the barriers to communication and establishing rapport.



THE NEW INFLATION, by Willard L. Thorp and Richard E. Quandt. McGraw-Hill Book Co., Inc., 330 *W.* 42*nd St., New York* 36. 230 *pages.* $5.00.

The forces causing the continuous rise in price levels, which has jeopardized American economy for the past six decades, are carefully examined in this new book. The effects of inflation on all aspects of American business, and possible policies for overcoming it, are authoritatively considered. The authors explore in detail money policy, fiscal policy, price indices, capital investment, the balance of payments, tax rates, credit controls, wage contracts, administered prices, and the various inflation controls now being urged by authorities. Author Thorp is director of the Merrill Center for Economics and professor of economics at Amherst College. Mr. Quandt is associate professor of economics at Princeton University.

KNOW YOUR SOCIAL SECURITY, by Arthur Larson. Harper & Bros., 49 *E.* 33 *St., New York* 16. $3.50.

A book for employer and employee alike treating the rules and regulations of social security including the latest amendments to the Social Security Act. Individual chapters discuss the matter of how to gain coverage, how to estimate your benefits, and how to treat claims. The author also interprets current debate on such questions as the element of partial distribution, the effect of continued earnings, "blanketing-in," and pay-as-you-go proposals.

WATER • HEAT • GAS • ELECTRICITY • TELEPHONE • OFFICE MACHINES • RADIO AND TV • SERVICE CONTRACTS

STOP CUSTOMER SERVICE GRIPES!

ACME VISIBLE ROTARIES speed dispatching of your installation and service repair men.

Keep promised service schedules. Centralize all incoming service requests and outgoing service orders around the efficient control hub of an Acme Rotary Dispatch Center. See at a glance the disposition of your field service force . . . equalize work loads and end service delays that breed customer dissatisfaction. An Acme Rotary saves office space . . . saves time wasted in dealing with irate customers . . . builds your reputation for prompt service, your number one guardian of good customer relations.

ACME VISIBLE

World's largest exclusive makers of visible record systems.

ACME VISIBLE RECORDS, Inc.
2112 West Allview Drive, Crozet, Virginia

Please send free report on order dispatching Rotary and other Rotaries for handling data and records 50% faster.

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

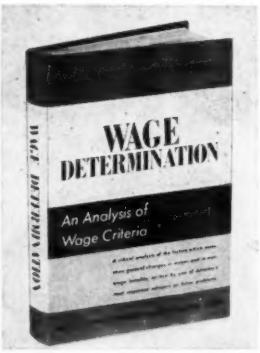
TOOLS OF THE OFFICE

INDUSTRIAL JOURNALISM TODAY, Editorial Policy and Content, by James McCloskey. Harper & Bros., 49 E. 33 St., New York 16. $4.75.

A book treating the problems and purposes of a modern company publication, and the formulation of an effective editorial organization. A large portion of the book discusses the role a company publication can play in interpreting and representing the objectives and operations of industry. Examples of editorial treatment of such important subjects as human relations, community-company relationships, and research and development are given in chapters discussing the various implications of industrial journalism. The book is designed to serve the experienced editor as a source of ideas and techniques, as well as the person concerned with industrial public relations.

SYSTEMS AND PROCEDURES, A Handbook for Business and Industry, edited by Victor Lazzaro. Prentice-Hall, Inc., Englewood Cliffs, N. J. 464 pages. $10.00.

"The objective of this handbook," says Mr. Lazzaro in the preface, "is to bring together information on the various systems and procedures techniques — such as work measurement, forms control, and systems analysis— into a single, comprehensive volume that can be used as a ready reference guide by readers interested in acquiring a general knowledge of the subject." In keeping with this objective, 19 authors, each an authority in one phase of the subject, contribute their intimate knowledge of the various aspects of systems and procedures. For instance, William A. Gill defines systems and procedures work in the first chapter, places it in relationship to the total management picture, and discusses the responsibilities of the systems man. Other topics covered in the book are: Systems Charting; Work Simplification; Forms Design and Control; and Records Management.



WAGE DETERMINATION: AN ANALYSIS OF WAGE CRITERIA, by Jules Backman. D. Van Nostrand Co., Inc., 120 Alexander St., Princeton, N. J. 336 pages. $6.75.

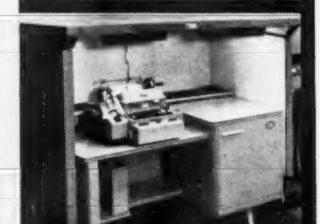
Based on studies made on behalf of government agencies and leading industries, the book analyzes the six wage criteria which play a role of major importance in today's collective bargaining negotiations. The volume is not an exposition of wage theory, but offers an analysis of factors which determine the various changes in wages and non-wage benefits. The book discusses each of the following six determining criteria in turn: wage comparisons, cost of living, budgets, productivity, ability to pay, and econoic environment. Coverage in other areas such as wage patterns within a company and within a union, or proper wage-productivity comparisons, are also included.

HANDBOOK FOR SUPERVISORS, by Ecker, MacRae, Ouellette, and Telford. Prentice-Hall, Inc., Englewood Cliffs, N. J. 241 pages. $4.00.

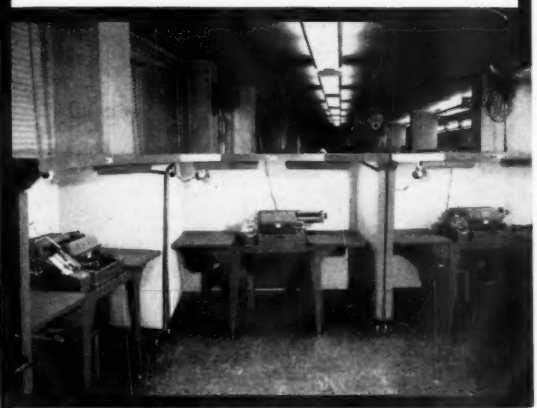
A guide for supervisors and middle management persons which offers tested solutions for the various problems encountered in industry. Empha-

MODEL EF-2770 used with Burrough's Typing Sensimatic (Courtesy of Board of Education; Olean, New York)

MODEL EF-2445-G used with GRAPHOTYPE


MODEL EF-3659-SPECIAL used with COMPUTYPER "C" (Courtesy of Ball Brothers Co., Inc., Muncie, Indiana)

Hush Office Machine
NOISE!


MODEL EF-3159 used with FLEXOWRITERS (Courtesy of U.S. Signal Corps, Supply Agency, Phila., Pa.)

Regardless of whether or not your office has acoustical ceilings, personnel will be annoyed by noises from Flexowriters, Computypers, Graphotypes or Burroughs Typing Sensimatics. Gates ACOUSTINETS kill noise at its source in a manner that no other acoustical material can accomplish. Each unit is lined with a "pillow-soft" acoustical material called QUIETEX. Built-in fluorescent lighting is furnished as standard equipment. Casters permit easy movability.

Write for FREE Catalog
describing complete line of Gates Acoustinets for all office machines

Write for details. Give machines, makes, models you use and measurements.

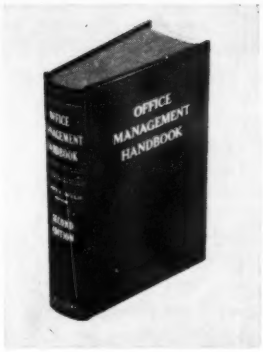
Gates ACOUSTINET INC.
633 SPAULDING YATES BLDG., SHERIDAN DR. · TONAWANDA, N. Y.

Use Readers' Inquiry Coupon on Page 86

sis is placed on the practical instead of the theoretical. Say the authors: "The supervisor needs a practical knowledge of the human mind and human emotions. He must be able to apply this knowledge quickly to the problem that explodes unexpectedly or to the chronic complaints that challenge his best thinking." Chapter Three of the volume, "The Superior and the Union," discusses in detail the various do's and don'ts of employee-employer relationships covered by the Taft-Hartley act. Other chapters devoted to human relations are, "Why Men Work," "Developing and Maintaining Job Interest," and "How We Differ from Each Other." Problems such as communicating effectively, and judging performance, are also discussed in detail.

OFFICE MANAGEMENT HANDBOOK, by Harry L. Wylie. The Ronald Press Co., 15 E. 26th St., New York 10. 900 *pages.* $12.00.

The second edition of this handbook supplies 250 illustrations, charts, and tables to supplement the authoritative work of 32 contributing editors. Assembled in 21 integrated sections of the book are standard principles and sound practices for the large or small office, dealing with office organization, functions, and equipment. Established procedures and criteria which have proven most successful in producing effectiveness and efficiency in the office are presented, as well as sections devoted to communications, preparation, furniture and fixtures, etc. The handbook was developed under the auspices of the National Office Management Association.



CREATIVE LEADERSHIP, by Roger Bellows. Prentice-Hall Inc., Englewood Cliffs, N. J. 338 *pages.* $8.35.

A book written from the point of view that, "creative leadership is needed if our present civilization is to survive." And leadership, the author asserts, is something more than management. It is represented by a person who, out of conflicts and group tensions, creates a homogeneous organization capable of achieving a desired goal. Mr. Bellows objects to the notion that men are born leaders. He states, "I would rather try to analyze and describe the situation in which the dynamic process of leadership takes place. By doing this, I hope to provide deeper understanding and vision for those who now manage situations of all kinds, for they are potential, creative leaders." Aside from the book's theoretical coverage, the functional aspects of two-way communication, improving teamwork, selecting and training, overcoming tensions, directing conferences, and counseling and guidance, are given.

EMPLOYEE PUBLICATIONS, by William C. Halley. Chilton Co., 56th and Chestnut Sts., Philadelphia. 139 *pages.* $5.00.

Author Halley states that the company-sponsored business and industrial publication sprang out of the need for harmonious employee-management relationships. "This press," he explains, "began as a tiny trickle of newspapers and magazines in the Thirties. Today, it has swelled to a flood whose combined per-issue circulation is about six

"Secretaries never die . . ."

They just stay young indefinitely*—that is, if they use Kee Lox Grip-N-Pull carbon paper. Ask any girl who is already using it (and note how fresh and vivacious she looks—even at quitting time). She'll tell you what nice copies she gets, how clean they are. And she'll be equally enthusiastic over Grip-N-Pull's other features—automatic warning of last typing lines, automatic rotation, automatic alignment.

You too can stay young indefinitely* by letting Grip-N-Pull carbon paper make your work easier and pleasanter. And your boss will be interested in knowing that Grip-N-Pull, with all its advantages and long wear, still costs no more than regular carbon paper which does not have the exclusive patented features of Grip-N-Pull.

*The only exaggeration (one we hope will cause a smile) in this message.

Over 60 Years of Good Impressions

KEE LOX MANUFACTURING COMPANY

CARBON PAPERS AND INKED RIBBONS

Sold through KEE-LOX branches and selected independent stationers

Attach to letterhead and mail to

Kee Lox Manufacturing Company
Department OM-129, Rochester 1, New York

Send free samples of Grip-N-Pull to:

NAME_____

ADDRESS_____

times larger than U. S. daily newspaper coverage . . ." According to Mr. Halley, this fast-growing field of publication has not yet begun to reach its full potential. "During its rise to prominence, the house organ has not had time to establish fixed standards of operation, or substantial guideposts of purpose—thus, the average 'house organ,' compared with its ultimate development, may well be, as yet, in the pioneering stage."

The author, who has had wide publication experience, establishes a foundation on which the house organ can be instituted. He brings the employee publication into clear perspective through such chapters as "Who needs a publication?" and "What a publication can—and cannot—do." The problems which face the publication in cementing organizational esprit de corps, or disseminating information and knowledge, are thoroughly discussed by Mr. Halley.

The creation of a new employee publication, and the revamping of an old one are described step-by-step to the reader. The finer points of publication are discussed in detail, and illustrated by a portfolio of photographs showing the techniques used by a number of working house organs.

new 50-station collator

Fully automatic . . . unprecedented performance without the penalty of high price or space waste!

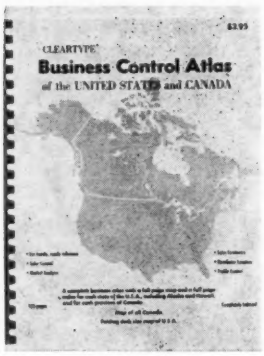
Announcing a new dimension in collating versatility, accuracy, speed and compactness — the all-new, completely automatic Rotomatic by Thomas Collator Industries, Inc. If you collate in volume, you'll want all the details on the Rotomatic's ease of total operation and multiple savings. For complete information and prices, without obligation, write today.

- Accurately collates, counts, staggers or stitches 25,000 sheets per hour
- Exclusive push button programmer permits different jobs to be run at same time
- Occupies only 17½ sq. ft. of floor space
- Loads in less than 7 minutes . . . no adjustments for vacuum systems, fans, weights, finishes
- Handles sheet sizes from 7" x 8" to 11" x 14" in most every weight and finish
- Offers more features at a lower price than any other collator on the market

Thomas Collator Industries, Inc.

Dept. E4, 100 Church Street, New York, New York

Use Readers' Inquiry Coupon on Page 86



BUSINESS CONTROL ATLAS. American Map Co. Inc., 16 E. 42 St., New York 17. 120 pages. $2.95.

A full-page map and index of each state of the U. S., and each province of Canada is featured in this atlas, along with a fold-out, desk size, county-town map of the U. S. Each index appears on the opposite page of its respective map for easy reference to towns, counties, populations, and the coordinates for location. All towns with a population of 1,000 or over are included. The atlas is 8½ by 11 inches in size, and has a hard, laminated cover.

COLOR PLANNING FOR BUSINESS AND INDUSTRY, by Howard Ketcham. Harper & Bros., 49 E. 33 St., New York 16. 274 pages. $5.95.

This informative volume describes the use of color for businessmen in every field. Written by a leading authority on color and lighting, it contains valuable information on how to use color to increase sales, improve efficiency, and attract greater attention to a company's products. The author traces the history of the uses of color from the Stone Age man to the modern American supermarket. Hundreds of case histories and eight pages of full color reveal how color improves safety, builds a company's prestige, and adds zest to advertising. Mr. Ketcham, who has originated color plans for automobiles, fountain pens, telephones, and toothbrushes, says: "Creative color engineering is the ability and art of increasing the impulse appeal of a product. It is the intangible which, when well engineered, creates visual and lasting satisfaction with the merchandise, product, or environment."

STREAMLINING YOUR EXECUTIVE WORKLOAD, by Ray Josephs. Prentice-Hall, Inc., Englewood Cliffs, N. J. 203 pages. $4.95.

"This book is going to make you take a good hard look at yourself; at

the way you work as an executive, and at the way you use your time," states the author in his introduction. Through the following chapters Mr. Josephs helps the executive to define his own functions, to measure his workload, and in short, to make more objective his own job profile. As the author says, "It's going to make you feel bad before it makes you feel good." The book first shows the executive tasks which lead to important accomplishment, then how you may eliminate time-wasting hours, and, finally, offers a guide to better reorganization of workloads. A total of 21 chapters examines such topics as using your best hours for the most important tasks, when and where to do your major thinking, delegating work and authority, getting more out of your secretary, solving communications problems, and many other pertinent suggestions too numerous for listing.

MANAGEMENT'S MISSION IN A NEW SOCIETY, edited by Dan H. Fenn, Jr. McGraw-Hill Book Co., Inc., 330 *W.* 42 *St., New York* 36. 345 *pages.* $6.00.

"Management's Mission In A New Society" is essentially a searching and provocative discussion of the present business estate presented by leaders in both business and government. The book suggests that although business may well be succeeding as a producer, it is, at the same time, losing prominence as a vital contributing force—especially in those social and political areas which influence it strongly.

The volume seeks to alert the individual businessman to new practices and objectives favorable to a new and better business climate which is flexible in a constantly changing world. Questions such as "In what ways is business losing its influence upon politicians, intellectuals, and labor, and how are individual companies affected?" are thoroughly explored. And "solutions" to such questions are offered by men like John Burns, president of RCA; Arnold Toynbee; and Vice President Nixon.

MANAGEMENT IN INDUSTRY, by Claude S. George, Jr. Prentice-Hall, Inc., Englewood Cliffs, N. J. 585 *pages.* $10.00.

This book discusses such vital management problems as: automation, electronic data processing, linear programming, operations research, and statistical quality control. A case problem based on actual facts is given at the conclusion of each chapter in addition to questions for review. Other significant aspects of management are discussed, such as factory planning; equipment purchase and replacement; employee relations; work and wages; and control procedures, with detailed principles, concepts and techniques given in a logical, step-by-step order. The volume has over 250 illustrations and over 80 line drawings to emphasize and aid in the understanding of various management problems.

OFFICE MANAGER'S HANDBOOK. The Dartnell Corp., 4660 *Ravenswood Ave., Chicago* 40. 1,300 *pages.* $15.00.

This detailed handbook contains ininformation on nearly every aspect of the office manager's job. Some chapter titles are: Selecting Office Workers; Job Evaluation in Action; Supervising Office Employees; Recognition and Rewards; Installing a Good Suggestion

System; Insurance Programs; Increasing Office Production; Measuring Employee Performance; Central Dictation and Steno Pools.

The volume's subject matter ranges from work simplification to the vari-

the NEW year means NEW files . . .

start them with the NEWEST file folder labels . . . by EUREKA

1. NEW ROUNDED NOTCH at edge makes Eureka File-Folder Roll Labels easy to separate along perforations. Eliminates ripped-label problems.
2. NEW HEAVY STOCK in wide range of attractive colors makes color-coding easy . . . assures instant recognition.
3. DEEP SCORING makes Eureka File-Folder Labels easier to fold. You get a quick, neat, uniform fold every time—no more messy file folders.
4. HEAVILY GUMMED for easy application, better adhesion.
5. BOXES are designed especially for use with typewriter . . . free-feed into typewriter as labels are typed.

Available in Roll or Fanfold style in a variety of popular colors . . . at your stationer.

EUREKA SPECIALTY PRINTING CO.
Scranton 9, Pa.

Use Readers' Inquiry Coupon on Page 86

ous aspects of the mechanized office.

THE MANAGEMENT OF TIME, by James T. McCay. Prentice-Hall Inc., Englewood Cliffs, N. J. 178 *pages.* $3.95.

Today's leaders in management must be capable of breaking through the "time" barrier, Mr. McCay asserts. The pressure of time on today's management calls for new principles of time investment which allow personal growth of the individual; "To achieve and hold a position of leadership in this age of innovation a man must spend a part of every day in self-development. He will need to add continuously to his resources of knowledge and skills," the author warns.

THE DYNAMICS OF INTERVIEWING, Robert L. Kahn and Charles F. Cannell. John Wiley & Sons, Inc., 440 *Fourth Ave., New York* 16. 368 *pages. Price,* $7.75.

The acquisition of interviewing techniques is superficial and of limited value unless it is based on a thorough understanding of the psychological forces at work during the interview, state the authors in the preface. The book, therefore, is an attempt to provide the basic principles and theories of interviewing, as well as the techniques considered essential by the authors in conducting the successful interview.

PERSONNEL MANAGEMENT IN SMALL COMPANIES, by Frances Torbert. Institute of Industrial Relations, University of California, Los Angeles. 102 *pages. Price,* $.50.

Should small companies copy the personnel practices of successful large firms? That is one of the questions asked in this booklet for companies having as few as five, or as many as 200, employees on the payroll. The author discusses the various problems of personnel management in small companies with the opinion that such programs are justified so long as they "pay for themselves in dollars and cents."

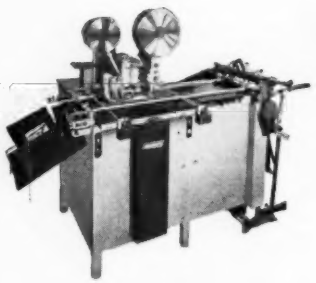
WRITING BUSINESS LETTERS, by J. H. Menning and C. W. Wilkinsen. 613 *pages. Richard D. Irwin, Inc., Homewood, Ill. Price* $8.10.

A thoroughly revised edition of a book designed to treat the problems particular to business communications. The book discusses good practices and the proper use of language as well as the psychological effects of various types of letters, and how these effects may be used to advantage. The first four chapters are devoted to the major ingredients of a good business letter: Good Will; Persuasion; Style; Appearance. The eleven remaining chapters and appendix treat specialized letters such as: Replies to Inquiries and Special Requests; Sales Letters; Claims and Adjustments; Letters about Credit; Collection Letters. The report, its preparation, style, and content, is discussed and illustrated in two full chapters. The book contains illustrations within each chapter plus examples of letter style and content.

HOW TO OUTSELL THE BORN SALESMAN, by William W. Frank and Charles L. Lapp. The Macmillan Co., 60 *Fifth Ave., New York* 11. 226 *pages. Price,* $4.50.

A book which shows, step-by-step, the proper application of universal sales techniques. Hints on how to develop your full sales potential beyond the capabilities of the "born" salesman are given, with expert strategies on "Handling the Price Shopper," "Outselling Competition," and "Overcoming Objections." Actual sales interviews are included as well as "Seventeen Tips for Stepping Up Your Selling Effectiveness."

ADDRESS DIRECTLY FROM PUNCHED CARDS!



Scriptomatic®
MODEL 101-S
"READS" • SORTS
SELECTS • COUNTS
While it PRINTS!

Electronic "reading" of punched information on IBM, Remington Rand or other punch-card systems permits the Model 101-S Scriptomatic Addressing Machine to selectively print, sort and count simultaneously *without* disturbing the file sequence.

Simply program the 101-S. You get list handling flexibility and addressing selectivity never before possible in a single, automatic run . . . Or—according to your requirements—sort, collate thru punch-card equipment.

The punch-cards are your "masters"—no more costly stencils—no more duplicate list maintenance—Just ONE punch-card does DOUBLE-DUTY as record file and address master!

Write for Full Color Brochure on Model 101-S.

A PERFECT MARRIAGE . . .
Punched Card and Scriptomatic Automation

Scriptomatic methods combine all the advantages of punched card automation and conventional addressing equipment. Scriptomatic offers a full range of machines and methods to tie in any punched card system you are using or plan to use. Today you can get all the advantages of a high speed, fully flexible addressing and data writing system . . . at a running cost differential as amazing as the cost comparison between a card and a metal plate. You enjoy not only low first cost but continuing savings in automatic file maintenance, filing space, and elimination of duplicate lists. Scriptomatic is the system geared to tomorrow . . . Imagine your punched card system flowing through a Scriptomatic machine for selective, flexible, high speed addressing.

Write for case studies and descriptive material. Discover now, at no obligation, if Scriptomatic can improve your procedures.

SCRIPTOMATIC, INC.
316 N. 11th Street, Philadelphia 7, Pa.

Scriptomatic®
MODERN ADDRESSING-DATA WRITING MACHINES AND METHODS

PRINT FROM CARDS...DOUBLE THE FLEXIBILITY...HALF THE COST

Use Readers' Inquiry Coupon on Page 86

Henry F. Zartl, Manager, Teletype Dept., The DoALL Company, Des Plaines, Illinois

DoALL's "Sameday Service" assured by Teletype

Over 100,000 customers have immediate access to the DoALL Company's $2 million dollar centrally located cutting tool and gage inventory.

Here's how it works. If a customer requests an out-of-stock tool at any of DoALL's 37 sales-service stores, an order is dispatched in seconds via a Teletype printer to DoALL's central warehouse.

The request, received in printed form, is processed in a matter of minutes. The order is filled, packaged and shipped—all in an average time of two hours from receipt of request.

For customers—reduced inventory, wider choice. The speed and accuracy of Teletype equipment makes the entire DoALL inventory of 15,000 items immediately available to the customers.

For DoALL—more, profitable business. Offering immediate delivery on hard to find, non-standard cutting tools brought in more business. And DoALL's Teletype equipment reduced paper handling costs so efficiently that low-ticket items became profitable.

More information. If you would like more information about the DoALL story, or the Teletype Model 28 equipment shown here, please write to Teletype Corporation, Dept. 33-M. 4100 Fullerton Avenue, Chicago 39, Illinois.

TELETYPE®
CORPORATION
SUBSIDIARY OF *Western Electric Company* INC.

Use Readers' Inquiry Coupon on Page 86

BarcaLounger shown, courtesy of Barcalo Manufacturing Compa

DuPont vinyl upholstery stars a new breathable textur

New designer-styled pattern gives you airy seating comfort! Here is beauty that is more than just on the surface. This exciting, newly designed "Porecene" pattern in FABRILITE* vinyl upholstery breathes . . . lets gentle flows of air give you wonderful seating comfort the year round. And this elastic-backed pattern keeps its beauty for years. Soilings sponge away. Spillings never stain. The 18 designer colors blend beautifully with any decorative plan you have. You owe it to yourself to enjoy the easy living of this modern-living, breathable FABRILITE!

BETTER THINGS FOR BETTER LIVING...*THROUGH CHEMISTRY*

DU PONT

REG. U.S. PAT. OFF.

**"Fabrilite" is Du Pont's registered trademark for its elastic-backed vinyl upholstery.*

OFFICE DESIGN and FURNISHING

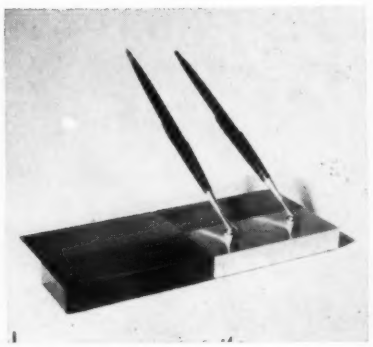
Accessories—decorative and practical—for the executive office

TODAY'S sleek, functional executive offices are crisp and businesslike, suggesting the tempo and the spirit of the modern office. Yet the stress on simplicity of line and decoration in modern office furniture could lead to a cold and sterile overall appearance, if executive offices were not warmed by the color and the note of individuality given by well-chosen office accessories. On the following pages, a representative selection of such accessories is presented.

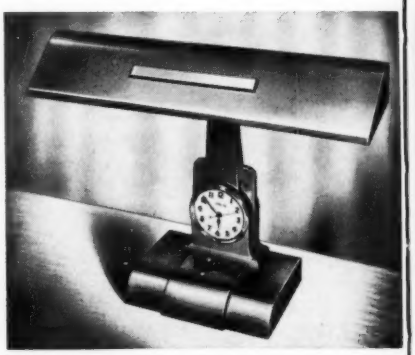
DESK ACCESSORIES from the Duk-It 2200 economy line are made of heavy gauge steel with charcoal gray, burn-proof finish (other colors on special order); trim is satin aluminum. Desk pad is backed with heavy-duty linoleum. McDonald Products Corp., 239 Duk-It Bldg., Buffalo, N. Y.

FLATTERING addition to almost any mode of office decor is this clothing tree of contemporary design. Arms and base of tree are made of brass with body and hangers of expertly finished walnut. Price, $64. Nutcraft Furniture Co., 1615 Eastern Ave., S. E., Grand Rapids, Mich.

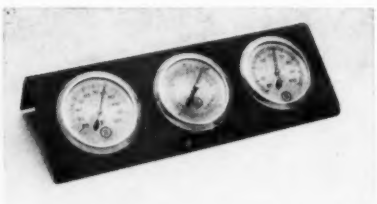
HARDWOOD warmth and simplicity characterize a complete line of desk and office accessories designed by George Nelson. All pieces are made of oiled walnut with brushed brass or aluminum trim. Gift Craft Leather Co., 101 Wooster St., New York.



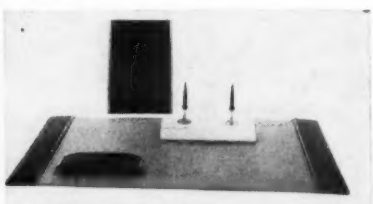
MODERN simplicity of line is the design principle of this fountain and ball point pen set. The rectangular 4 by 10-inch base combines quarters of Brazilian Rosewood with solid, polished aluminum. Priced around $45. Parker Pen Co., Janesville, Wisc.



FLUORESCENT desk lamp, the Litemaster Executor, embodies a Telechron electric clock. Lamp is available in finishes of statuary bronze or warm grey; with brass trim on both. Priced at $22.95. Flexo International Corp., 3720 North Milwaukee Ave., Chicago.



WEATHER instruments in this desk set include a barometer, thermometer, and hygrometer. One item in a complete line of accessories available in walnut aluminum laminate or vinyl aluminum laminate. Price in walnut, $37.50. Peter Pepper Products, Palos Verdes Estates, Calif.

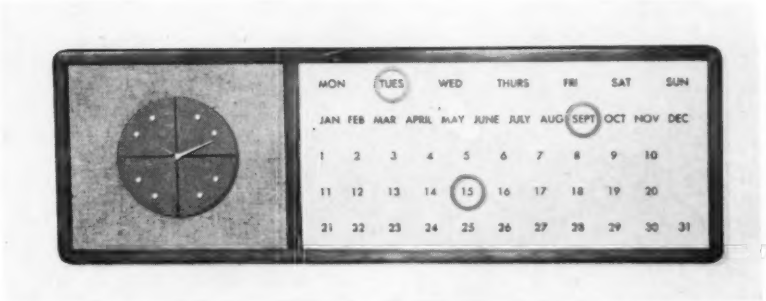


DESK ACCESSORIES designed by Paul McCobb combine the qualities of brass or aluminum with top grain leather. Set includes: linoleum desk pad; rocker blotter; pen set with two Shaeffer Snorkel pens; 8 by 10-inch picture frame. Gift Craft Leather Co., 101 Wooster St., New York.

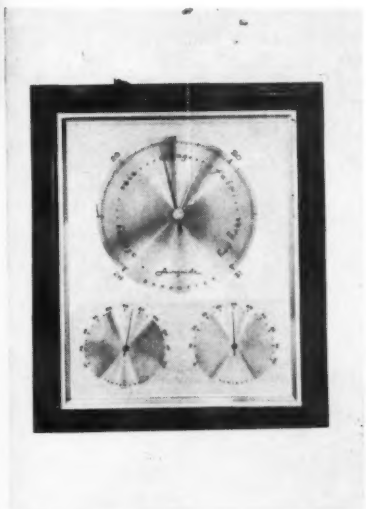
CLASSIC flavor of the Empress Design desk set with calendar, letter opener, and holder for pens and pencils is emphasized by imprinted gilt design. Other items available in the line include memo pad, address book. DeLuxe Craft Manufacturing Co., 1579 Milwaukee Ave., Chicago 22.

COLONIAL design, temperature-compensated Jamestown barometer is authentic in detail, available in case of satin-finished solid red mahogany, or solid fruitwood. Barometer is 37½ inches tall and also has a thermometer and hygrometer. Airguide Instrument Co., 2210 Wabansia Ave., Chicago 47.

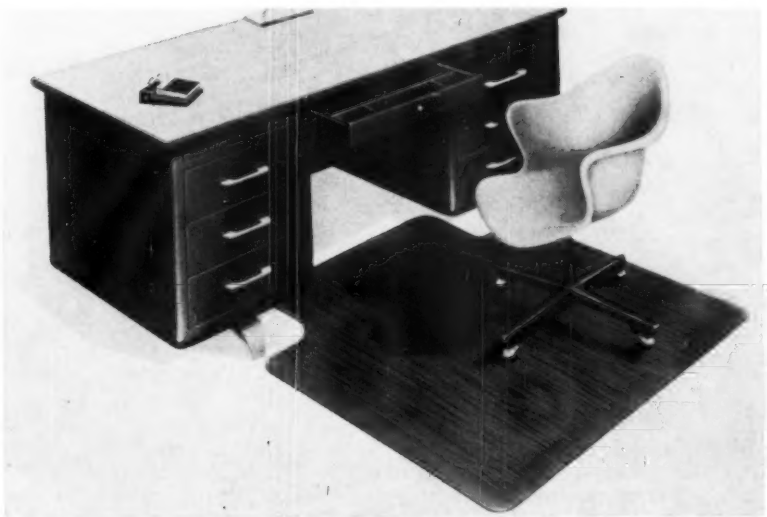
HISTORICAL interest can be added with reproductions of museum sculptures. This T'ang horse is made of antiqued stone; stands 12 inches high, and is 20 inches in length. Price, $20. Gift Craft Leather Co., 101 Wooster St., New York.


MON
TUES
WED
THURS
FRI
SAT
SUN
JAN FEB MAR APRIL MAY JUNE JULY AUG SEPT OCT NOV DEC
1 2 3 4 5 6 7 8 9 10
11 12 13 14 15 16 17 18 19 20
21 22 23 24 25 26 27 28 29 30 31

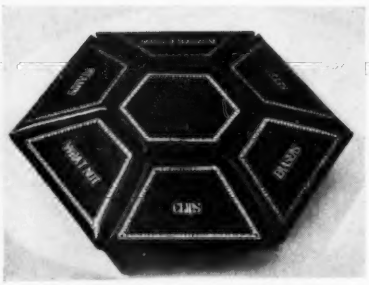
CALENDAR CLOCK is available with eight-day, battery-operated, or electric mechanism (latter two slightly extra); movable magnetic rings indicate correct date. Price, $79.50. Peter Pepper Products, Inc., Palos Verdes Estates, Calif.



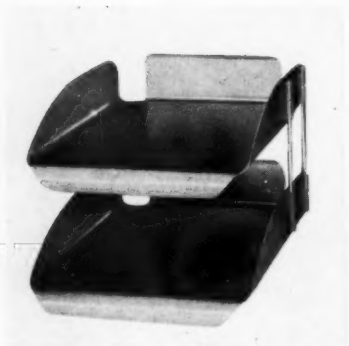
COMBINATION Brentwood barometer, thermometer, and hygrometer for the wall tells trends in the weather, room temperature, and relative humidity. Frame is satin-finished, fine grain walnut; background is bone white and bright brass-colored anodized aluminum. Airguide Instrument Co., 2210 Wabansia Ave., Chicago 47.



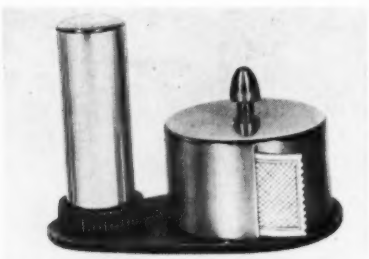
FLOOR MAT is made of heavy laminated plastic and Preswood in five finishes to match desks. Cole Steel Equipment Co., Inc., 415 Madison Ave., New York.



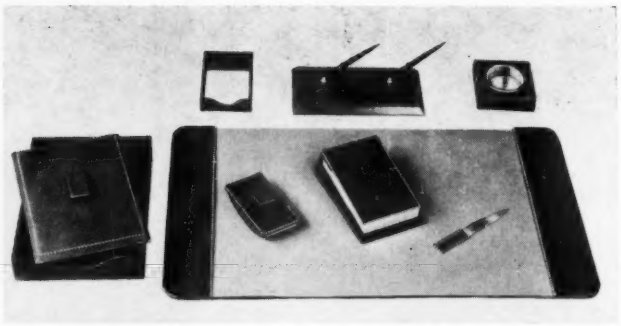
FUNCTIONAL "Lazy Suzan" has seven compartments fitted with hinged, gold-tooled lids that are foam-rubber padded on top. Measures 7 inches in width. Dunston Leathers, Inc., 121 W. 17th St., New York.



DESK TRAY of double tier design for in and out mail has rubber tips on bottom to protect desk surface. Remington Rand Division of Sperry Rand Corp., 315 Fourth Ave., New York 10.

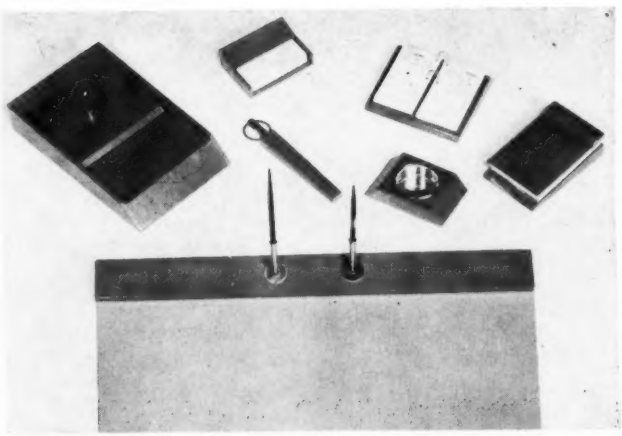


DISPENSER for stamps and a moistener for envelopes are made of solid brass and are available in brass or bright chrome finish. Price, $1.95. Pat Products Division of Ketcham & McDougall, Inc., Roseland, N. J.



LEATHER desk accessories are trimmed with a beaded brass edging in a jewelers finish. The double pen stand is equipped with two Sheaffer fountain pens. Complete group shown is priced at $164. Sainberg & Co., 37 West 26th St., New York.

NATURAL wood wastebasket of walnut can lend rich finishing touch to office furnished in wood. Price is $26. Nucraft Furniture Co., 1615 Eastern Ave., Grand Rapids, Mich.



ACCESSORIES in the 700 Executive series for admirers of the contemporary are leather with brass or aluminum fittings. Price of 20 by 34-inch desk pad, two Sheaffer Snorkel pens, $70. Gift Craft Leather Co., 101 Wooster St., New York.

Screen of USG ARMORWEAVE decorative expanded metal with E-Z WALL framing.

For simplicity, beauty, too!

NEW E-Z WALL *by U.S.G.*

MOVABLE PARTITIONS

Only 3 basic components . . . less than 30 parts in all

Simplicity is the keynote of these smart new movable partitions by U.S.G. New E-Z WALL, with just 3 basic design components – less than 30 fully-modular parts – installs quickly, easily, economically. Made of sturdy, laminated gypsum board, E-Z WALL features *all* the important advantages of permanent partitions plus unique adaptability for fast relocations . . . and far greater economy.

For full details about this remarkably easy way to solve your space-control problems, see your nearby U.S.G. Partition Contractor, or mail coupon below.

UNITED STATES GYPSUM

The greatest name in building

United States Gypsum
Dept. OM-94, 300 W. Adams St., Chicago 6, Ill.

Gentlemen:

☐ *Please send illustrated booklet about the new, simplified E-Z WALL Movable Partition System.*

☐ *I am interested in a demonstration of the new E-Z WALL Movable Partition.*

*Name*_____

*Company*_____

*Address*_____

*City*_____ *Zone*____ *State*_____

Troubles —

(*From page* 48)

guarantee an office force completely happy with its role. The most recent studies of work motivation seem to indicate that workers are not positively affected by good general working conditions; they take them for granted, and are actively resentful if they are lacking. The factors that do affect them positively in their work are recognition — even more than salary rewards—and some degree of responsibility or feeling of accomplishment.

Thus, while the good general working conditions are a must, they are not enough in and of themselves to create a high level of morale. The job itself can be the determining factor, all other things being equal, as to whether a worker will be actively enthusiastic about his company and the work he does for it, or whether he will simply be content.

Yet, by the very nature of office work, there will always be a certain amount of dull repetitive routine. And automation will never wholly eliminate it.

Therefore, the best way to overcome this built-in disadvantage would seem to be:

1. Making every conscious effort to design an overall company promotion system in which workers, no matter in what capacity they are first hired, at least have the opportunity to train for more interesting and responsible jobs.

2. Insuring that workers have some reasonable expectation that such jobs, as they become vacant, will be staffed by promotions from within the lower echelons of the office whenever someone has reached the point where he is qualified to move up to the more stimulating and rewarding job.

New approach urged in space planning

The following remarks are excerpts from a speech made by Ralph H. Markus, Managing Partner, Psychological Consultants to Industry, Pittsburgh, Pa. at a recent New York symposium sponsored by Corry Jamestown Corp. The subject of the symposium was "The Office: A Cultural Microcosm."

This distinction between the basic quality of man and a range of individual differences has practical value. It may offer some explanation for the friction that exists in work situations. When the straightjacket of the work situation is fitted too tightly, when the worker's own rhythms are ignored, when his interests are offered no outlet, this may be felt as a form of belittlement and invariably provokes a negative reaction.

It would be presumptuous to suggest to the artist how to fill his own canvas, but we would like to add one more color to his palette. Once beyond the sand box age, building is not easy. The engineer dictates structure, the economist wants costs kept down, the artist has his aesthetic requirements, and the boss wants a private bathroom.

To these four, we could add a fifth —the highly individual human being who will spend 23 per cent of his life in this office.

There is basis for this suggestion other than the do-good qualities of the psychologist. Research has shown that workers react favorably to attention. Although the delicate factors of morale are far from clear, there is indication that turnover is reduced and output is increased when the workers' preferences and their legitimate variability in work patterns are respected.

Are we hampered by traditional approaches to the problem of apportioning space? There are jobs, for in-

(*To page* 78)

Bassick's new FLO-TORK chair control brings a new simplicity of operation, design, adjustment and maintenance to the tilting mechanism of office chairs!

FLO-TORK is simpler than other controls. It's more sensitive. It's easier to adjust. It eliminates sudden stops at the extremes of tilting. It is compact. It permits clean design. It can't squeak—nylon bearings eliminate metal-to-metal contact, end need for lubrication. It can fit any chair design.

Operating on the torsion bar principle—no springs—the FLO-TORK control is so sensitive that the chair responds to the slightest movement of the body. No jarring stops—floats softly and comfortably to the reclining position.

FLO-TORK also can be adjusted when you're sitting in the chair. Just reach down to the left and turn handle until it is adjusted for your individual weight. No crawling under the chair or turning it upside down.

the BASSICK 'FLO-TORK'

a whole new concept in tilt control for office chairs!

Take a good look at the illustration to appreciate the clean, compact design. That's all there is to it. No costly, heavy, awkward under-seat assembly. No bulky, unsightly springs. Think of the smart new chair designs possible with FLO-TORK.

Special steel torsion bar and rigid lateral construction enhance strength, insure safety. Office managers, look for FLO-TORK on new chairs you buy. D.14

Panelglas . . .

the new "lay-in" acoustical panel made of Johns-Manville Fiber Glass

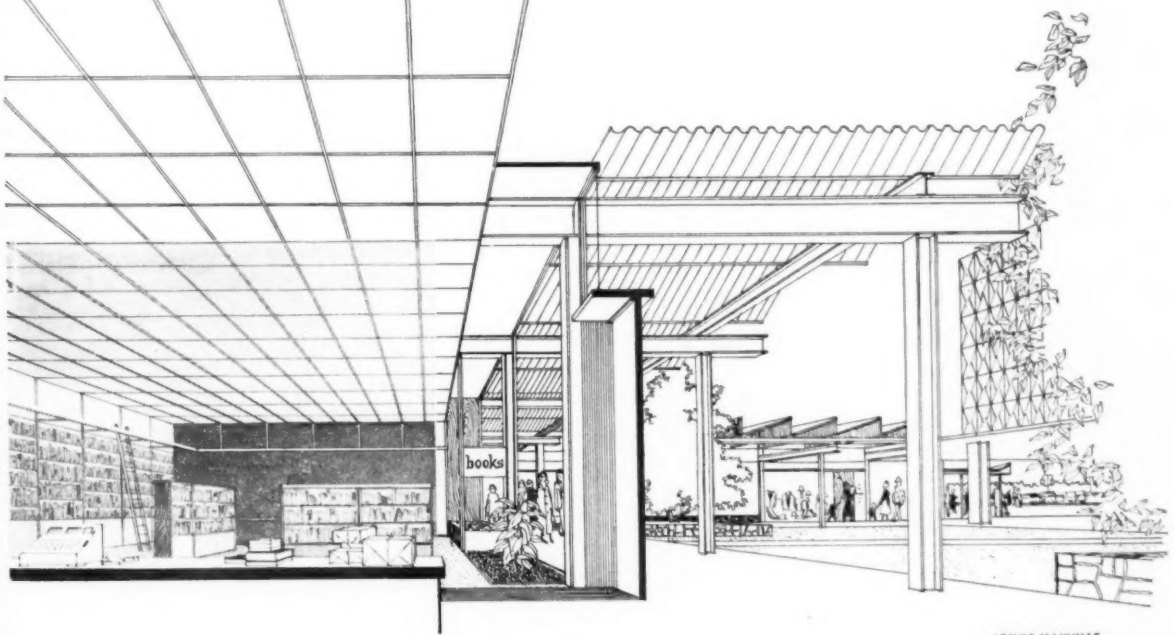
Panelglas panels soak up 90% of the sound that strikes them, mount easily into inexpensive grid systems.

Gets rid of disturbing noise

IN SHOPPING CENTERS, in any type of store—customers, spared from distracting noise, shop more comfortably and actually buy more. The staff too becomes more contented, more efficient.

Johns-Manville Panelglas forms a smooth and attractive ceiling that soaks up as much as 90% of the sound that strikes it. It comes in units 2′ x 2′ and 2′ x 4′ which are unusually light and fit easily and quickly into suspended grid systems. They can be readily removed for access to overhead fixtures.

Get all the details. Write to Johns-Manville, Box 158, New York 16, N. Y. In Canada, Port Credit, Ont.



JOHNS-MANVILLE

JOHNS-MANVILLE JM PRODUCTS

Use Readers' Inquiry Coupon on Page 86

NEW PRODUCTS

Book Stand 1

The Roll-Book-Stand has three slanted shelves 26 inches long, 12 and 15 inches apart, firmly attached to 16 gauge steel tubular frame. Stands are available in colors of sandstone, gray, or dull black; mounted on 3-inch soft rubber, ball bearing swivel casters. Garrett Tubular Products, Inc., P.O. Box 237, Garrett, Indiana.

Nothing makes junior happier than a fresh set of seat covers. And nothing perks up your office so quickly, so inexpensively as a change of upholstery . . . or dry cleaning . . . for your Cramer chairs. Cramer seat and back covers come in *dozens* of colors and fabrics for *any* Cramer chair. Keeps them looking new for life! Remember, you're always "backed by the best" with Cramer.

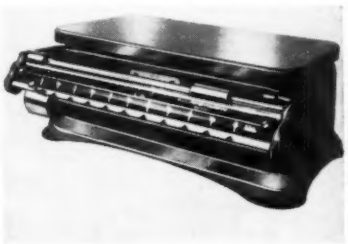
Write for complete details

Cramer POSTURE CHAIR COMPANY, INC.
625 Adams • Dept. OM-12 • Kansas City 5, Kans.

Use Readers' Inquiry Coupon on Page 86

Collator 2

This 15-station collator automatically collates, jogs, counts, staples, and stacks. The Collamatic Corp., Wayne, New Jersey.

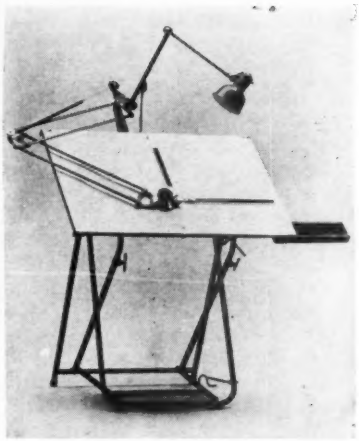


Scale 3

Beam-type postal scale, Model T-5, is designed for dual purpose weighing: top scale weighs up to 8 ounces in ½-ounce increments; lower scale weighs up to 5½ pounds in ½-pound and ½-ounce increments. Price, $14.95. Tower Scale Co., Box 202, Valley Stream, L. I., N. Y.

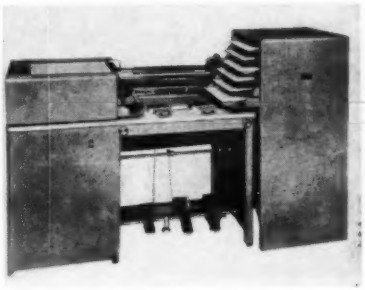
Recorder 4

Portable tape recorder is powered by ordinary flashlight batteries. Match book-size microphone is capable of picking up sound within a range of 25 feet; weight of unit is five pounds. Price, $79.95. North American Industries, 101 West 31st St., New York 1.



Drawing Table 7

The Rista Kappa, a portable, fold-away drawing table, is a Netherlands import. The Netherlands Trade Commission, 551 Fifth Ave., New York 17, N. Y.



Collator 8

The "Paddy," a Mendes Tipping and Collating machine, one of three units available for various sizes of offices. The paper-handling speed of these machines has been increased from 3,600 to 4,000 copies per minute. J. C. Mendes Corp., Industrial Park, New Bedford, Mass.

Time Recorder 5

New automatic imprint "in" and "out" time recorder designed for employers with small payroll, can accommodate a varying number of employees on irregular work schedules. Model 114 is priced at $175. Stromberg Time Corp., Thomaston, Conn.

Calculator 6

The Regna Ten adding and calculating machine is available in electric or manually operated models. The 10-key machine has a signal window which shows red when the machine is in use, and green when it is clear. Regna Cash Registers, Inc., 175 Fifth Ave., New York.

Cramer makes her a QUICK-CHANGE artist

It's a cinch to "change" a Cramer — easy as changing the baby! Every seat and back cover is tailored for perfect fit — slip on or off in a wink! That's why it's so easy to keep upholstery clean and new looking. Or if you want to redecorate, you can reupholster in a few minutes. Dozens of fabrics and colors to choose from — styles to fit every Cramer chair made!

Write for complete details

Cramer POSTURE CHAIR COMPANY, INC.
625 Adams • Dept. OM-12 • Kansas City 5, Kans.

Use Readers' Inquiry Coupon on Page 86

(*From page* 74)

stance, even at the lower levels, which involve reflective thinking. There are jobs which involve frequent confidential conferences. It should be obvious that these people need privacy in order to function effectively.

Some jobs involve a lot of space, even though they are performed by people down the line. On the other hand, there are jobs at higher levels which are awarded more space than is actually necessary, because space has been related to status. It might be practical to divorce the concept of status from the amount of space and make the type of work done in that area the prime consideration.

In similar vein, we may pose the question of sunlight. How well is it shared? What is a man's feeling about being required to spend his working day in a hole in the woodwork? We all like sunlight if only to note that it is raining.

It is possible that status symbols in general have been given too much emphasis in our offices. For every one who is granted such symbols, there are dozens who are not. The status symbol is gratifying to the one person who receives it. But what effect does it have on the many who are denied it?

Some remarkable things are being done with color and, doubtless, there are more to come. Fortunately, a drab decor is no longer the stamp of solvency, nor are bright colors synonymous with frivolity. Many a repetitive task has been jazzed up by a cheerful background. The use of harmonizing color schemes may make it feasible to allow the worker to choose the color for his own work area.

Personal touch needed

This question of allowing individual choice of color leads us to the larger question of individual touches in an office. A large, general office is a place for work, true. It is not a classroom. Perhaps the work proceeds at a brisker pace if there are partitions to mark a person's station as something private for him.

If a worker is allowed minor personal ornaments such as a vase, desk set or picture; if those who work as a team or are grouped as a team, individual touches may be difficult to arrange with an integrated decor. But perhaps they add a human touch which is even more vital.

When every tiniest detail of arrangement, color and decoration is decided in advance for every individual and every inch of space, then we have a dehumanized series of boxes, elegant though they may be.

In short, research and psychology have raised issues which are pertinent whenever an individual and his work are to be considered. The traditional view of the worker as some sort of unit, an ambulatory collection of tropisms is under scrutiny.

I have suggested there that the individuality of the office worker as well as the dimensions of space be included in the planning of the good office. Perhaps it is tactless to add to the already considerable demands made on designer and architect, but I feel that their talent and ingenuity are by no means exhausted.

References —

(*From page* 39)

our applicant had a functional relationship, verified this and gave us an honest story on the applicant.

Reference checks, if properly made and evaluated, can give an employer a very good idea of an applicant's abilities and personality. Tests can indicate to some degree his intelligence and certain personality factors. Good interviews can tell us a great deal about his ability to express himself and his knowledge of the job requirements. But the reference check is the only tool which verifies what a person has done in the past. In most cases this is a valid signpost showing what you can expect from him when he enters your employ.

Small Investment— Big Dividends in OPERATOR EFFICIENCY

SORTKWIK®

The Modern Aid to Handle Papers Faster

Old-fashioned rubber fingers or messy sponges handicap finger dexterity where it counts the most—operating your automated office machines.

With SORTKWIK Operator picks up papers as fast as dexterity permits. Just a touch on fingertips creates a greaseless, stainless, tacky film . . . makes it easy to pick up papers of all kinds. Even new currency, smooth-finish papers, index cards, NCR paper are a cinch to handle with SORTKWIK.

Wherever paper handling is a problem, you'll find that SORTKWIK helps do the job faster, more conveniently. Thousands of businesses have been using this handy fingertip preparation for years as a staple office supply item.

Why not try it in your office and find out how clerical production goes up while clerical costs go down?

ONLY 50c EACH AT YOUR STATIONERS

or mail coupon direct to

LEE PRODUCTS COMPANY
Dept. OM-12, 2736 Lyndale Ave. So. • Mpls. 8, Minn.

☐ Please send me 2 regular size containers for $1.00 postpaid.

Name_____

Company_____

Street_____

City_____ State_____

She'd sooner let her boss see her hair in curlers than be guilty of S.S.

that's why she uses

A.W. FABER

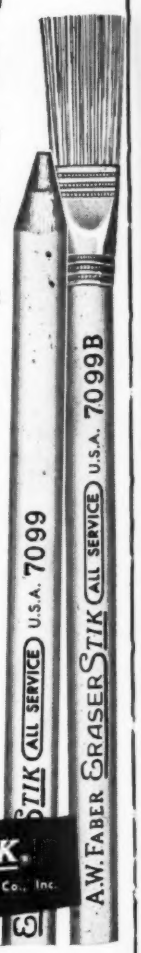
ERASER STIK

The original grey eraser point —always best for erasing.

If you look untidy you are telling your Boss that you don't care what he thinks of your appearance. It's the same with letters. SLOPPY STRIKEOVERS are out-of-date. Get rid of bulky erasers. Pick up that white-polished pencil-shaped beauty—A.W. FABER ERASER STIK. It gives you the point you need to erase a letter without smearing the whole word. With ERASER STIK you erase without a trace. Do what most better-paid executive Secretaries do. Use ERASER STIK.

Which point do you prefer?

Slender, Medium or Blunt . . . . . The choice is yours. EraserStiks 7099 and 7099B can be easily pointed with a mechanical or hand sharpener to suit your taste.



ERASER STIK
A.W. FABER-CASTELL Pencil Co., Inc.
Newark 3, N. J.

Use Readers' Inquiry Coupon on Page 86

How Good Are Your Company's Telephone Methods?

Our unique "Telephone Service Check Sheet" will tell you. Its 40 check points cover every phase of a good business telephone operation.

By making this simple check, you can judge just where your company stands, see exactly where telephone improvement is needed.

Just write on your business letterhead, and we'll send you the Check Sheet with our compliments. We'll also send you information about BETTER BUSINESS BY TELEPHONE, the twice-monthly service that has already helped more than 20,000 leading companies improve their telephone methods.

BOYCE MORGAN ASSOCIATES, INC.
1631 Kay St., N.W. • Washington 6, D. C.

"In addition to depriving the consumer of a standard of value, unrestrained cut-price pressures force manufacturers to squeeze labor rates and discontinue inspection and other important operations, in an effort to 'make fifteen men do the work of twenty.' This process of quality dilution gives the consumer constantly less and less in value, for the money he pays. These facts are becoming so increasingly apparent that we find evidences of a revolt on the part of both the public and members of Congress against the concealed inflation thus forced by the discounter," Anderson concluded.

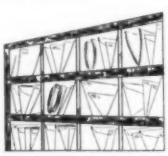
DIRTY WORDS
CAUSE TROUBLE

AVOID TROUBLE!

In Stockrooms, Libraries, Offices, Factories, Laboratories. On Boxes, Shelves, Bins, Trays, keep labels sparkling clean in crystal-clear

HOL-DEX

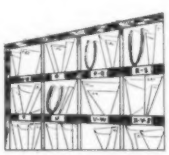
The seamless, transparent, plastic, self adhesive Label Holder keeps labels clean indefinitely. Sticks securely with a gentle touch.



ORDINARY, EASILY SOILED LABEL

5 FACE WIDTHS
⅜", ½", ¾", 1", 2"

6" STANDARD LENGTH
Easily cut to smaller sizes. Lengths to 36" if desired.



LABEL ALWAYS CLEAN IN HOL-DEX

7 TRANSPARENT COLORS & CLEAR

Get a FREE SAMPLE. You'll think of a dozen uses for HOL-DEX! Ask your stationer or supplier or write for folder and sample.

CEL-U-DEX
CORPORATION
New Windsor, Newburgh, N.Y.

Chance Vought expands automation interests

Chance Vought Aircraft, of Dallas, Texas, has acquired a majority interest in National Data Processing Corporation of that city, it was announced last month.

In commenting on the move, F. O. Detweiler, Chance Vought president, said the investment in NDP will provide that company with capitalization needed for continued growth.

"At the same time," he said, "it will tend to diversify Vought's activities in the automation field—a field we entered last year with the formation of Genesys Corporation in Los Angeles."

Mr. Detweiler emphasized that National Data Processing Corporation will maintain its autonomy. "NDP has an aggressive, competent management, with a reputation for high efficiency and low cost products," he said. "With the additional growth capital now available to the company it is certain to enhance the fine reputation it already has established with its customers."

Retail sales units manufactured

NDP manufactures the Readatron Credit Card System for processing retail credit invoices. This system, through use of the Readatron Recorder and Readatron Converter gives complete automation of the various data processing functions required from point of sale to receipt by customer of monthly statement.

The company has developed a relatively inexpensive line of equipment designed to print alpha-numeric information on 6-channel paper tape. Included are a utility meter recorder, traffic recorder, production recorder, credit sale recorder, and punched tag reader recorder. Other Readatron Tape units attach to adding machines, typewriters, and cash registers and capture automatically, selected portions of information as it is entered on various documents of original entry.

Mr. G. K. Johnson, Chance Vought Aircraft vice president and president of the Vought electronic computer subsidiary, Genesys Corporation, will become board chairman of NDP. Dr. Malcolm K. Brachman, former chairman, will be vice chairman. Herman L. Philipson, Jr., continues as president. Other board members are Mr. E. Gordon Perry, Jr., president, NDP Engineering Company, Dr. G. M. Monroe, CVA director of business planning, Mr. Henry Eshenfelder, CVA, assistant to the vice president—finance, who is responsible for the electronic data processing program for CVA, and Mr. Pat Henry, Jr., vice president, The Republic National Bank of Dallas.

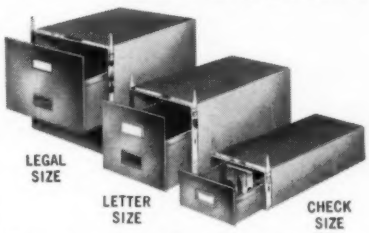
Mr. Johnson stressed the fact that NDP will continue to function as a completely independent company in the data processing equipment field. NDP policies and activities will be continued on a basis independent of the aircraft and missile activities of Chance Vought.

NDP expansion plans pointed to by Mr. Johnson and Mr. Philipson include organization of a nationwide sales and field engineering force, along with a substantial increase in product development activities.

STORE 'EM
PRONTO
FILE 'EM
PRONTO
FIND 'EM
PRONTO

Free your expensive files by transferring your old records into low cost Prontos and use your expensive steel cabinets over and over again.

20 DIFFERENT SIZES
a size for every office record



Find out why top companies everywhere use PRONTO STORAGE CABINETS for their old records. Fill in the coupon below and attach it to your letterhead . . . We will arrange a Pronto Demonstration at your convenience.

PRONTO FILE CORPORATION
415 Madison Avenue, New York 17, N. Y.

☐ Please send me your latest Pronto catalog.
☐ Have your representative call for demonstration.

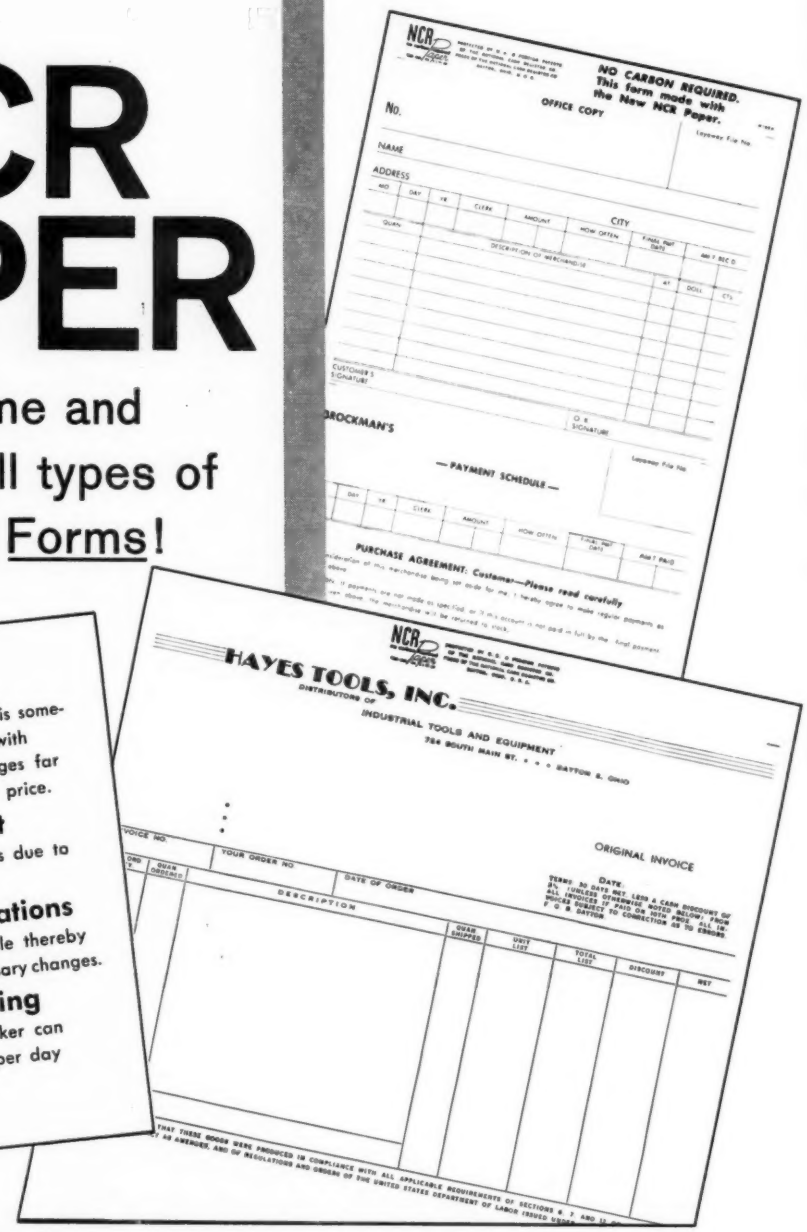
Name_____
Address_____
City_____ Zone____ State_____

Use Readers' Inquiry Coupon on Page 86

NCR Paper
no carbon required

NCR PAPER

saves time and money on all types of Business Forms!


NO CARBON REQUIRED.
This form made with the New NCR Paper.
OFFICE COPY
BROCKMAN'S
— PAYMENT SCHEDULE —
PURCHASE AGREEMENT: Customer—Please read carefully
HAYES TOOLS, INC.
DISTRIBUTORS OF
INDUSTRIAL TOOLS AND EQUIPMENT
764 SOUTH MAIN ST. • • • DAYTON 8, OHIO
ORIGINAL INVOICE

Saves money
The price of NCR Paper is sometimes higher than forms with carbon, but its advantages far exceed any increase in price.

Smear resistant
Eliminates messy smears due to carbon paper.

Prevents alterations
Erasures are detectable thereby disclosing any unnecessary changes.

Speeds handling
Average clerical worker can do 30% more work per day with NCR Paper.

NO MATTER WHAT BUSINESS FORM *is printed on NCR (No Carbon Required) Paper, you can be sure of cleaner, clearer copies in less time than with the old carbon paper method. No carbon is required, and you can obtain 8 or more copies on any business machine or typewriter.*

For free samples, call your local printer or forms supplier and test amazing NCR (No Carbon Required) Paper yourself.

1884 National 75 YEARS 1959

NCR PAPER ELIMINATES CARBON PAPER

***THE NATIONAL CASH REGISTER COMPANY,* Dayton 9, Ohio**

1039 OFFICES IN 121 COUNTRIES • 75 YEARS OF HELPING BUSINESS SAVE MONEY

Use Readers' Inquiry Coupon on Page 86

Memo

A DIGEST OF RECENT EVENTS IN MANAGEMENT'S DOMAIN

New designs offered in aluminum

The use of aluminum seems to have offered a whole new dimension to the field of office furniture. This was recently illustrated when 12 original office furniture designs created by Kaiser Aluminum's Industrial Design Department were presented to a group of furniture manufacturers. According to the designers, aluminum permits a wide range of modern features including sweeping 90-degree curves, aluminum cantilevers, and split area desk tops. Each of the 12 new office suites is said to have been carefully designed to measure up to rigid engineering standards so that production will be both practical and economical. Two of the designs have already been reported to be successfully employed for prototype executive office furniture. An interesting cantilever design in brushed aluminum is a special feature of the SATELLITE design shown at left. The desk top is an aluminum sheet covered with metallic leather with a writing area made from clear lucite on a brushed aluminum base. The swivel reading stand and lamp are embossed, anodized aluminum sheet on forged aluminum swivel columns. The pedestal is wrapped aluminum sheet edged with aluminum extrusions. The telephone panel and pedestal sliding doors are anodized aluminum sheet.

Electronic watchdog to guard plants

Electronic eyes and ears linked to an automated nerve center will give industrial plants 100 per cent protection, according to John E. Haines, vice president of Minneapolis-Honeywell Regulator Co. He states that the new automated guard system recently demonstrated by the company is better able to perform policing duties in an industrial set-up than any staff of **human** guards. He told a press conference at the St. Moritz Hotel that the system would afford 100 per cent protection for an entire building or factory operation, even one sprawled over several acres with many entrances miles apart. With the electronic watchdog, a single human guard seated at a master center can maintain constant surveillance.

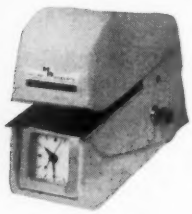
Letters sorted by Pitney-Bowes machine

Replacing the slow, tedious hand-sorting of mail which has heretofore been the bane of all post offices, is the new Pitney-Bowes automatic letter sorter. The machine enables 12 operators at keyboards to sort 60,000 letters per hour into 300 separate "destination" boxes. Design of the letter sorter provides for incorporation of future systems in which addresses would be printed in a manner which the machine could "read" and sort automatically. Shown here at the center panel are President Walter H. Wheeler of Pitney-Bowes (left) and Assistant Postmaster General John M. McKibbin.

NEW

and improved

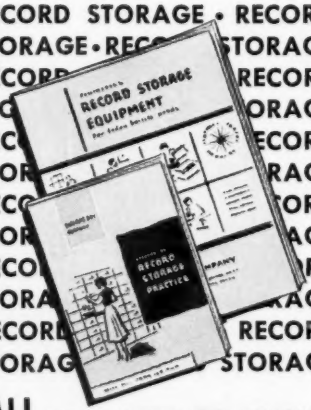
TIME *and* **DATE STAMP**



This new Roberts HRTD time and date stamp gives you crisp clear impressions with great flexibility of printed message. Utilizes three simple basic balanced units—printing head, ribbon mechanism, electric drive — and new hammer method of printing with automatic self-aligning platens. Paper-trip operation. Fine engineering. Choice of three colors. One of a family of Roberts numbering devices famous since 1889. Write Roberts Numbering Machine Division, Heller Roberts Mfg. Corp., 700 Jamaica Ave., Brooklyn 8, N. Y.

HELLER ROBERTS
Manufacturing Corporation

RECORD STORAGE • RECORD
STORAGE • RECORD STORAGE
RECORD RECORD
STORAGE STORAGE
RECORD RECORD
STORAGE STORAGE
RECORD RECORD
STORAGE STORAGE
RECORD RECORD
STORAGE STORAGE
RECORD RECORD
STORAGE STORAGE



ALL YOU NEED TO KNOW
ABOUT RECORD STORAGE
IN 2 FREE BOOKLETS

Send for your FREE "Manual of Record Storage Practice" telling you how long to retain or destroy business records. It outlines an easy-to-do storage plan for inactive records.

With the Manual we will send our New Catalog on Record Storage Filing Equipment. Learn the facts that every businessman should know about record storage.

Clip ad to your letterhead and mail to:

BANKERS BOX CO., Dept. OM-12
Record Specialists Since 1918
2607 N. 25th Ave., Franklin Park, Ill.

SPA stresses "urgent need" to standardize common business communications

The "urgent need" to standardize and develop a faster and more effective method of common business communication in and between commerce, industry, and government was emphasized at the International Systems Meeting in Toronto, Ontario, sponsored by the Systems and Procedures Association in October.

David Merriman, SPA President, said, "The confusion pictured in the biblical story of the Tower of Babel becomes simple when compared to the present-day problem of exchange of common business data. We are rapidly approaching the critical point where the Russians claim they will defeat free enterprise. They have no barriers to free exchange of basic information between government operations, business, and industry. They say they will eventually defeat the free world in the field of economics, not on the field of battle."

Free world barriers

To illustrate the problem, Merriman referred to the conference report of F. Walton Wanner, systems consultant to Standard Oil Company of New Jersey and president of the Jersey State Bank. Wanner said: "Millions of dollars are spent annually to process vital business information which ultimately reflects in product cost to the consumer. More millions are spent by the government in the critical areas of national defense just to record data."

"A common business language, a common format or method of transmission, and a common media for processing must be established."

Wanner pointed out that the Department of Defense has long recognized this problem and has participated in projects with U. S. Steel, DuPont, Esso Standard Oil, and other leading companies to study means of solving the problem. "The Russians have no problem exchanging basic engineering data between their research groups and their manufacturing operations," he declared. "Since there is no competition within Russia, we assume they easily achieve the 'common business language' expressed in a standardized 'format' for processing in standardized 'media.' They have no paperwork 'curtains' between each business organization and between government and business, as we necessarily have in our system of private free enterprise."

Wanner said that while the common management language idea has been enthusiastically received in Great Britain, the United States, and other members of the free world, there has not been any organization to spearhead the development of it until today.

Since the 2,700 members of the Systems and Procedures Association represent a cross section of United States and Canadian management leaders, whose job is to organize and present management with the required management information, Wanner pointed out, the SPA is the logical choice to lead a program of this type.

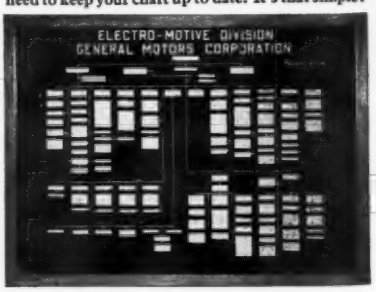
Speaking for SPA, Merriman said: "We are pleased to accept this challenge. Our Executive Committee has approved the start of a program to unify all the efforts now in existence. As an independent association, SPA can provide the development and management climate for this vital project."

STOP COSTLY RE-DRAFTING OF ORGANIZATION CHARTS

THE
COFFIELD
EVERLASTING
Interchangeable
ORGANIZATION
CHART

EASY TO CHANGE

A typist, a typewriter and typing paper are all you need to keep your chart up to date. It's that simple!



- Sizes to Fit Any Organization Structure
- Eliminates All Costly Drafting
- Photographs for Sharp Prints
- Invaluable as a Visual Training Aid
- All Parts Are Movable and Re-usable
- Solves Your Chart Problem Forever

Write for Free 16-Page Illustrated Brochure with Price Schedule No. OM-12

MANAGEMENT CONTROL CHARTS CO.
1731 N. WELLS ST. CHICAGO 14, ILL.

Use Readers' Inquiry Coupon on Page 86

Standardized prices for name brands urged

John W. Anderson, president of Quality Brands Associates of America, recently announced in Gary, Indiana, that his organization has now completed plans for broadening its educational services to its associates and affiliates—and to the public. Anderson said, "The recent voluntary dissolution of American Fair Trade Council was in part intended to permit more effective educational concentration on the power of the quality-stabilization concept, as advanced and supported by Quality Brands Associates, to best serve the interests of the public."

According to Anderson, Quality Brands Associates is the only national association advocating quality stabilization through legalized stabilization of prices on trademarked products — price stabilization wherein a single price established by the trademark owner serves as both a price floor and a price ceiling.

Anderson expressed doubt that Congress would pass a Federal Fair Trade Act providing for a price floor, with no price ceiling. "Such an act, providing only for the establishment of a minimum price," he pointed out, "would permit each individual retailer to fix, from day to day and hour to hour, for any trademarked product, a price as high as he may think the traffic would bear.

"It has been predicted that the Kefauver Committee, soon to investigate drug-trade pricing practices, will discover and report, among other things, that much of the failure of the state-by-state contract system of Fair Trade to gain confidence of the public and of the courts has been due to inflationary abuses of the 'price floor only' provision of most state Fair Trade Acts," Anderson said.

"The Madden (Boykin) Quality Stabilization Bill," he continued, "provides for the protection of valuable property rights in trademarks or brand names, and any price established thereunder would be incidental to the basic purposes of the bill.

AMA —

(*From page* 34)

"4. Remember that no computer will be a cure for present system ills. If you are unable to correct your system, no computer will do it for you.

"5. Always consider all the total capabilities of the computer in relation to your system requirements.

"6. Don't try simply to superimpose electronics on top of existing programs. All you get are redundant costs.

"7. When designing your computer systems, try to keep in mind what you will be doing with your system three to five years from now.

"8. No matter what business you are in, don't leave it to individual departments to decide what should be done with a computer, or why, or how. A computer has to be of paramount interest to top management.

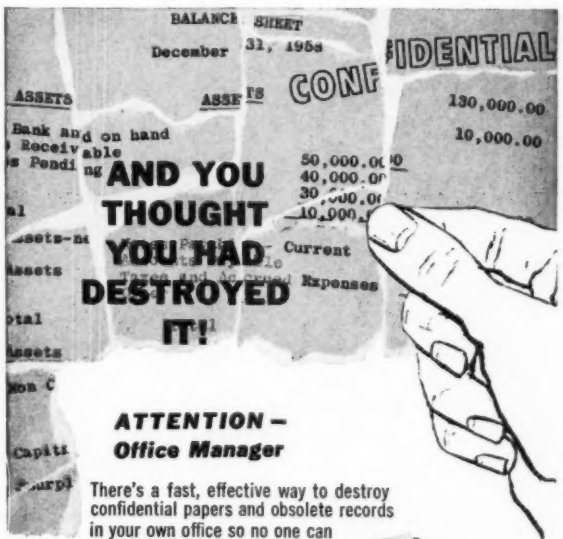
"9. I want to mention the systems concept — or integrated data processing. This is perhaps the most important challenge facing users. Management will have to learn more about all the many uses of data processing machines so that this equipment can be put to its best possible use. It is not enough to view a single machine as an entity. Don't be overwhelmed by tubes, diodes, transistors, and the like. People who do this run the risk of becoming 'hardware happy.' Management in the future will have to think in terms of systems, or groups of machines, that can best carry out the purposes of the organization."

In discussing the current progress

FREE GENUINE ENGRAVED LETTERHEADS
DIES AND PROOFS $15.00 FOR 1000
Genuine ENGRAVED BUSINESS CARDS
500 $11 • 1000 $15
BUSINESS ANNOUNCEMENTS
BUSINESS ANNOUNCEMENTS 500 ONLY $20
$12.00 FOR 100
CLIP YOUR LETTERHEAD TO THIS AD... MAIL FOR FREE PROOF
DEWBERRY ENGRAVING CO.
807 SO. 20th ST., BIRMINGHAM 5, ALABAMA

Help Fight TB

Use Christmas Seals



ATTENTION — Office Manager
There's a fast, effective way to destroy confidential papers and obsolete records in your own office so no one can reconstruct them. It's the Shredmaster Bantam 10, the lowest priced shredder on the market.
Safe, clean, quiet, trouble-free.
Use the shreds as packing material.
FREE trial, write for Circular 70
75 Varick Street, New York 13, N. Y., Room 1410
The SHREDMASTER Corporation
A DIVISION OF SELF WINDING CLOCK COMPANY, INC.
Sales and Service in principal cities in U. S. and Canada.

Use Readers' Inquiry Coupon on Page 86

finding and filing
takes just
Seconds

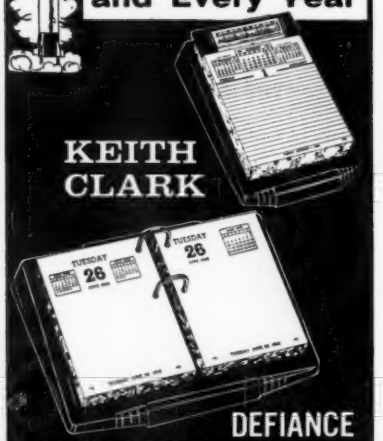
with BARKLEY TAB GUIDES

Modern offices use Barkley Tab File Guides because they make the job so easy. How? Well, each tab is both angled and magnified—takes only a glance to find the file you want. And Barkley Tabs are durable—stand up under constant use for years. The next time you make up your supply list . . . *be sure to add Barkley Tab File Guides . . . at the top.*

At all leading stationers.

C. L. BARKLEY & CO.
1220 W. VAN BUREN ST. • CHICAGO 7, ILL.

SPACE ENGINEERED CALENDARS
for 1960
and Every Year



Complete Line of Desk Calendars — models for every business office need. *Order from your Stationery Supplier or direct. Write for catalogs.*

The Calendars That Work For You
Keith Clark, Inc.
1451 Broadway
New York 36, N. Y.
Phone: LA 4-4895

The Standard of the Stationery World
Defiance Calendar Co., Inc.
1451 Broadway
New York 36, N. Y.
Phone: LO 3-2336

of the Soviet Union vis a vis the United States as far as computer development is concerned, Smith said:

"American computer scientists and engineers estimate that we are ahead of the Soviet Union in computer technology. However, despite our lead, the Russians are getting better all the time.

"We have been able to learn about six basic types of Russian computers. They are the BESM, the SETUN, the KIEV, the STRELA, the URAL, and the M-20. The URAL is roughly equivalent to our medium scale computers. The M-20 is their large scale computer.

Computers used in planning

"It seems that more mathematicians are involved with computers in the USSR than in the United States. They could, conceivably, surpass us in the quality and quantity of work that is done with computers. They are also experimenting with computers in factory automation.

"Although Soviet computers now seem to be used almost exclusively for scientific and engineering work, the Soviet government has announced that each of the USSR's 105 economic areas (a move, as you know, by the government to decentralize the economy) will have its own computing center. These centers will process data for economic planning and statistical reporting. Each area center will forward data to the computing center of each Soviet Republic, and finally to an all-Union reporting center.

"Summing it up — today we are ahead of the Russians in scientific and commercial computers but they are catching up fast, especially in the quality and quantity of scientific work they are doing with their computers. Remember that the moon shot was every bit as much a computing achievement as a rocket achievement."

In spite of the great strides made during the past ten years, the decade ahead will see even greater progress in electronic data processing improvements, Smith predicted.

"I think we can all be proud of our roles in harnessing the machine to relieve mankind of menial work. Vannevar Bush, retired president of the Carnegie Institute, and now honorary chairman of the board of MIT, put it very nicely when he said:

" 'There is no reason why man should not relegate to the machine all those parts of his processes of cerebration which are repetitive in nature, or subject to exact formulation, thus freeing his mind for those processes which the human brain alone can encompass.' "

CLASSIFIED ADVERTISING

Rates: Minimum 20 words $5.00. Each additional word 25¢. Payable in advance. Address replies to all Box Number ads c/o OFFICE MANAGEMENT, 212 5th Ave., New York 10, N. Y.

For Sale or to Buy

FOR SALE: TWO "NATIONAL" 142 Printers less than four years old in excellent condition. Will accept best offer. O.M. 330.

FOR SALE: 85 NATIONAL and Post Heavy Duty 11 x 17 Black Binders. Catalog #9588½ and #257-65. Good condition. Make offer. Office Manager, New Idea Division, AVCO Corporation, Coldwater, Ohio.

PHOTOSTAT MODEL JUNIOR COPIES subjects up to 14 x 18 inches. Excellent for blueprints. Milwaukee Gear Company, P.O. Box 3615, Milwaukee, Wisconsin.

SALE: FACTORY DEMONSTRATOR ELECTRIC 2 in 1 Folding and Letter Opening Machine. Fully guaranteed. Regular price $432.50, yours for $198.50. Lansdale Products, Box 568, Lansdale, Pa.

FOR SALE: MONROE BOOKKEEPING Machine #156662-209-235-191 complete with stand. O.M. 333.

Positions Available

PROMINENT PHILADELPHIA PHARMACEUTICAL FIRM has an opening in its Systems Section for a Business Forms Designer. Drafting training required and an understanding of forms design preferred. Excellent career opportunity. Send salary requirements, age and sample drawings along with resume to: Smith Kline and French Laboratories, c/o Personnel Department, 1500 Spring Garden Street, Philadelphia 1, Penn.

SYSTEMS SPECIALIST NATIONALLY KNOWN management consulting organization needs man with BBA or BS in accounting to work with clients throughout U. S. A. and Canada. Minimum of 3 years experience in public utility accounting and/or systems methods and procedures required. Send resume and salary requirements in first letter. Replies confidential. O.M. 329.

Business Opportunities

REDUCE TURNOVER, LOWER TRAINING costs by testing job applicants. No client too large or too small. Details free. Guidance Associates, Haypath Road, Plainview 15, New York. Established 1938.

Use Readers' Inquiry Coupon on Page 86

CATALOGS, Booklets

Office Furnishings 1

Cole Steel Equipment Co., Inc., 415 Madison Ave., New York. A new, 80-page, full-color catalog depicts the company's complete line of office furnishings: desks, modular units, office machines, filing cabinets, dictating machines, etc. Information given on each product includes dimensions, weight, color, materials, and price.

Computer Bibliography 2

Remington Rand Division of Sperry Rand Corp., 315 Park Ave. South, New York 10. Completely revised, Annotated Computer Bibliography #U18D6 is one of the Univac Educational Series. This 54-page booklet discusses theory, operation, and applications of large scale computers, and contains a section of general background and sources.

Mailroom Aid 3

W. A. Charnstrom Co., 422 South Seventh St., Minneapolis 15. An illustrated brochure discusses the advantages of the "Malebagholder," a portable device used to ease handling of mail bags.

Digital Printer 4

Victor Adding Machine Co., 3900 N. Rockwell, Chicago 18. An illustrated booklet discusses applications, features, and specifications of the company's solenoid-actuated, high speed serial and parallel entry digital printers.

Printing Hints 5

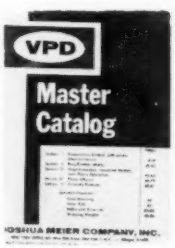
The Filmsort Co., Div. of Minnesota Mining & Mfg. Co., Pearl River, N. Y. A 12-page, illustrated booklet discusses card, camera, and microfilm techniques used in producing booklets and pamphlets for the U. S. Navy. Entitled "A Line, A Page, A Publication — The Navy's New Design in Printing," the article was prepared by A. N. Spence, director of publications for the Navy.

Accounting Machines 6

National Cash Register Co., Product Information, Dayton 9, Ohio. This booklet on integrated and electronic data processing describes NCR machines which are capable of controlling the original accounting entry, producing hard copy records, and accumulating individual totals for daily balance.

Binders 7

Joshua Meier Co., Inc., 601 W. 26th St., New York 1. The VPD Master Catalog 60 contains 84 pages, many of which are illustrated in color. The catalog is divided into sections which illustrate the company's line of presentation binders, ring binders, sheet-protectors, photo albums, and special plastic products.



GUSSCO

THE HANGING FOLDER WITH ADJUSTABLE METAL TAB

Guide-O-folder*

*T. M. Reg.

Your "filing and finding" problems disappear when you use Guide-O-folders in your active files. Not only do you save both time and money but you remove the drudgery from the filing department and make it a pleasant place to work.

You will appreciate the speed and accuracy with which your records are filed and kept instantly available for reference. Your clerks will appreciate the ease and accuracy because all the tugging and pulling of ordinary folders is eliminated. Guide-O-folders just glide back and forth on their steel frames with finger tip ease.

Ask your local stationer or office equipment dealer to show you how Guide-O-folders will solve your filing and finding problems.

GUIDE SYSTEM & SUPPLY CO.
335 Canal Street New York 13, N. Y.

VOGEL-PETERSON
Decorator Line
Aluminum
COAT and HAT RACKS

Shelf No. 21 has full length Hanger Rail extending 11-5/8" from wall.

Shelf No. 31 has staggered, die cast, anchor-style coat hooks instead of Coat hanger rail.

Shelf No. 11 general utility shelf or for extra hat shelf above types 21 or 31

Styled to harmonize with fine appointments, these smart wardrobe units are quality built of closed-end aluminum tubes rigidly held in cast aluminum brackets. Permanently beautiful in "clear" or "gold" anodized finishes. Mount at any height, on any wall — singly, end-to-end or in tiers, to give any desired capacity. Brackets adjustable to exact centers. Come in lengths by the even foot up to and including 8 feet.

Write for Bulletin DL-61

Packaged—Ready to put up. Shelves come boxed, fully assembled ready to install.

VOGEL-PETERSON COMPANY
RT. 83 AND MADISON ST. • ELMHURST, ILL.

Use Readers' Inquiry Coupon on Page 86

a tip from Beauchamp the efficiency expert . . .

"an index tabbing that saves up to 56% typing time"

Beauchamp's right! AICO's Typerite index tabbing and inserts fit the spacings on your typewriter. The line space lever automatically up-and-down centers titles on inserts . . . eliminating time consuming soft roller centering previously required.

6" strip of durable plastic tabbing is easily cut to exact length of title inserts. Tubular top for strength and easy title inserting, gummed linen skirt for secure attachment. Choice of 8 colors and 3 sizes.

AVAILABLE AT YOUR STATIONERS or write for samples and prices.

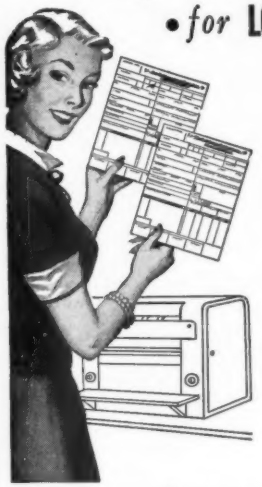
AICO

G. J. AIGNER CO.
426 S. Clinton St.
Chicago 7, Illinois
Plants in Chicago; Rochelle, Illinois; New York and Calif.

SORG's 410 Translucent

Whiteprint Master Copy Paper

• *for* LOW-COST *Direct-Copy Reproduction*



• *Perfect Copies* EVERY TIME!

With the use of direct-print copy machines becoming daily more widespread in the business field, the demand for a high-quality, low-cost translucent master paper has grown tremendously.

Now, thanks to its 105 years of experience in making special papers to exacting specifications, Sorg has developed a high-grade translucent paper that meets all the requirements of a top-quality master sheet—and yet is priced low enough to allow its use on EVERY business form.

Sorg's *410 Translucent* is manufactured with controlled translucency so that whether you use typewriter, pen, pencil, or you print it, you will always be sure to get clean, sharp, identical copies every time! In addition, it is strong and durable — stands up well under erasures and frequent handling.

Your request on your own business letterhead will bring you a portfolio of 410 Translucent sample sheets for testing on your own direct-copy machine — as well as the name of your nearest Sorg paper distributor.

SORG PAPERS — THE SORG PAPER COMPANY

Middletown, Ohio

Manufacturers and Converters of Stock Line and Specialty Papers

Offices in: NEW YORK, PHILADELPHIA, CHICAGO, BOSTON, ST. LOUIS, LOS ANGELES

FREE INQUIRY SERVICE FOR SUBSCRIBERS

Just circle the numbers in the coupon, fill in your name and address, tear out and mail to Office Management. Your inquiries will be forwarded promptly to the companies concerned.

DECEMBER 1959 ADVERTISEMENTS

(Circle respective page numbers on which ads appear)

Page	Page	Page	Page	Page	Page	Page
2nd Cover	14	33	50	64	77	82 MCC
3rd Cover	18	34	51	65	78 LPC	83 DEC
4th Cover	19	35	56	66	78 AWF	83 TSC
3	24	38	57	67	79 BMA	84 CLB
4	25 GWC	39	58	68	79 CC	84 KCI
6	25 GS	43	59	73	79 PFC	85 GSS
7	25 ABD	45	61	74	80	85 VPC
10	26	47	62	75	82 HRM	86 GJA
11	27	48	63	76	82 BBC	86 SPC
12	31	49				

Fractional page ads further identified by initials of advertiser

December 1959

Circle respective item numbers.

New Products		Catalogs	
1	5	1	5
2	6	2	6
3	7	3	7
4	8	4	

Name .....

Title .....

Company .....

Address .....

City ..... Zone ..... State .....

Number of Office Employees (all departments) .....

OFFICE MANAGEMENT
212 Fifth Ave., N. Y. 10, N. Y.

•

December 1959 issue
This inquiry form good
Until January 15, 1960

ADVERTISER'S INDEX

A

Acco Products Div. of Natser Corp. . . 33
Agency—Geer, DuBois & Co., Inc.
Acme Visible Records, Inc. 61
Agency—Cargill, Wilson & Acree, Inc.
Aigner Co,, G. J. 86
Agency—Robert W. Dietz & Associates
American Automatic Typewriter Co. 35
Agency—Frank C. Nahser, Inc.
Amer. Telephone & Telegraph Co. . . 8, 9
(Long Lines Dept.)
Agency—N. W. Ayer & Son, Inc.
Apsco Products, Inc. 49
Agency—Van Der Boom, Hunt, McNaughton, Inc.
Arnot Furniture Div. of Royal Metal Mfg. Co. . . . . **4th Cover**
Agency—Anderson & Cairns, Inc.

B

Baltimore Business Forms Co. 58
Agency—Vansant, Dugdale & Co., Inc.
Bankers Box Co. 82
Agency—Frank C. Jacobi Adv.
Barkley & Co., C. L. 84
Agency—Frank C. Jacobi Adv., Inc.
Bassick Co., The 74
Agency—James Thomas Chirurg Co.
Bell Telephone System 8, 9
Agency—N. W. Ayer & Son, Inc.
Burroughs Corp. 38
Agency—Campbell-Ewald Co.

C

Cel-U-Dex Corp. 79
Agency—The Powerad Co.
Champion Paper & Fibre Co. **18, 19**
Agency—Campbell-Ewald Co.
Champion Paper Specialties, Inc. . . **18, 19**
Agency—Campbell-Ewald Co.
Clark, Inc., Keith 84
Agency—Laux Advertising, Inc.
Cramer Posture Chair Co., Inc. **76, 77**
Agency—Allmayer, Fox & Reshkin Agency, Inc.

D

Dewberry Engraving Co. 83
Dick Co., A. B. **24, 25, 47**
Agency—Fuller & Smith & Ross, Inc.
Dri-Stat Div., Peerless Photo Products, Inc. 34
Agency—John Mather Lupton, Inc.
Du Pont de Nemours & Co., Inc., E. I., Fabrics Div. 68
Agency—Batten, Barton, Durstine & Osborn, Inc.
Du Pont de Nemours & Co., Inc., E. I., Film Dept., Mylar 48
Agency—Batten, Barton, Durstine & Osborn, Inc.
Du Pont de Nemours & Co., Inc., E. I., Grasselli Chemicals Dept., Ludox Wax 59
Agency—Batten, Barton, Durstine & Osborn, Inc.

E

Eastman Kodak Co., Recordak Corp. 45
Agency—J. Walter Thompson Co.
Ecusta Paper Div. Olin Mathieson Chemical Corp. **26, 27**
Agency—D'Arcy Advertising Co.
Eureka Specialty Printing Co. 65
Agency—Kretschmer & Dinner, Inc.

F

Faber-Castell Pencil Co., Inc. A. W. 78
Agency—J. M. Kesslinger & Assoc.
Farrington Mfg. Co. . . . . . **3rd Cover**
Agency—N. W. Ayer & Son, Inc.
Friden, Inc. 31
Agency—J. Walter Thompson Co.

G

Gates Acoustinet Co. 62
Agency—Clayton A. Stahlka Counseling
Gevaert Company of America, Inc. 10, 11
Agency—Gaynor & Ducas, Inc.
Globe Wernicke Co., The 25
Agency—Strauchen & McKim Adv.
Graphic Systems 25
Agency—Diener & Dorskind, Inc.
Guide System & Supply Co. 85

H

Haloid Xerox Inc. 3
Agency—Hutchins Advertising Co., Inc.
Hammermill Paper Co. 4
Agency—Batten, Barton, Durstine & Osborn, Inc.
Heller Roberts Mfg. Corp. 82
Agency—George I. Bushfield

J

Johns-Manville Corp. 75
Agency—J. Walter Thompson Co.

K

Kee Lox Mfg. Co. 63
Agency—Hutchins Advertising Co., Inc.

L

Lee Products Co. 78
Agency—Gibson-Erlander, Inc.

M

Management Control Charts Co. 82
Agency—Stern, Walters & Simmons, Inc.
Minnesota Mining & Mfg. Co., Thermo-Fax 39
Agency—Erwin Wasey, Ruthrauff & Ryan, Inc.
Moore Business Forms, Inc. **50, 51**
Agency—N. W. Ayer & Son, Inc.
Morgan Associates Inc., Boyce 79
Agency—The Buckley Organization

N

National Cash Register Co., The . . . **7, 80**
Agency—McCann-Erickson, Inc.

O

Office Management **32, 60**
Olin Mathieson Chemical Corp., Packaging Div. (Ecusta Paper) 26, 27
Agency—D'Arcy Adv. Co.
Oxford Filing Supply Co., Inc. 56
Agency—Kelly, Nason, Inc.

P

Peerless Photo Products, Inc. 34
Agency—John Mather Lupton Co., Inc.
Photorapid Corp. 6
Agency—Wade Adv., Inc.
Pitney-Bowes, Inc. 57
Agency—L. E. McGivena & Co., Inc.
Pronto File Corp. 79
Agency—Daniel & Charles, Inc.

R

Recordak Corp., Sub. of Eastman Kodak Co. 45
Agency—J. Walter Thompson Co.
Roberts Numbering Machine Div., Heller Roberts Mfg. Corp. 82
Agency—George I. Bushfield
Royal McBee Corp., Data Processing Div. . . . . . **2nd Cover**
Agency—C. J. La Roche & Co., Inc.
Royal Typewriter Co., Div. of Royal McBee Corp. 43
Agency—Young & Rubicam, Inc.

S

Scribe Distributors Co. 14
Agency—Jackson, Haerr, Peterson & Hall, Inc.
Scriptomatic, Inc. 66
Agency—Roland G. E. Ullman Organization, Inc.
Shredmaster Corp., The 83
Agency—Cayton, Inc.
Smith-Corona, Inc. 12
Agency—Cunningham & Walsh, Inc.
Sorg Paper Co., The 86
Agency—Wm. Savage & Co.

T

Teletype Corp. 67
Agency—Marsteller, Rickard, Gebhardt & Reed, Inc.
Thomas Collator Industries, Inc. 64
Agency—Douglas Turner, Inc.

U

United States Gypsum Co. 73
Agency—Fulton, Morrissey Co.

V

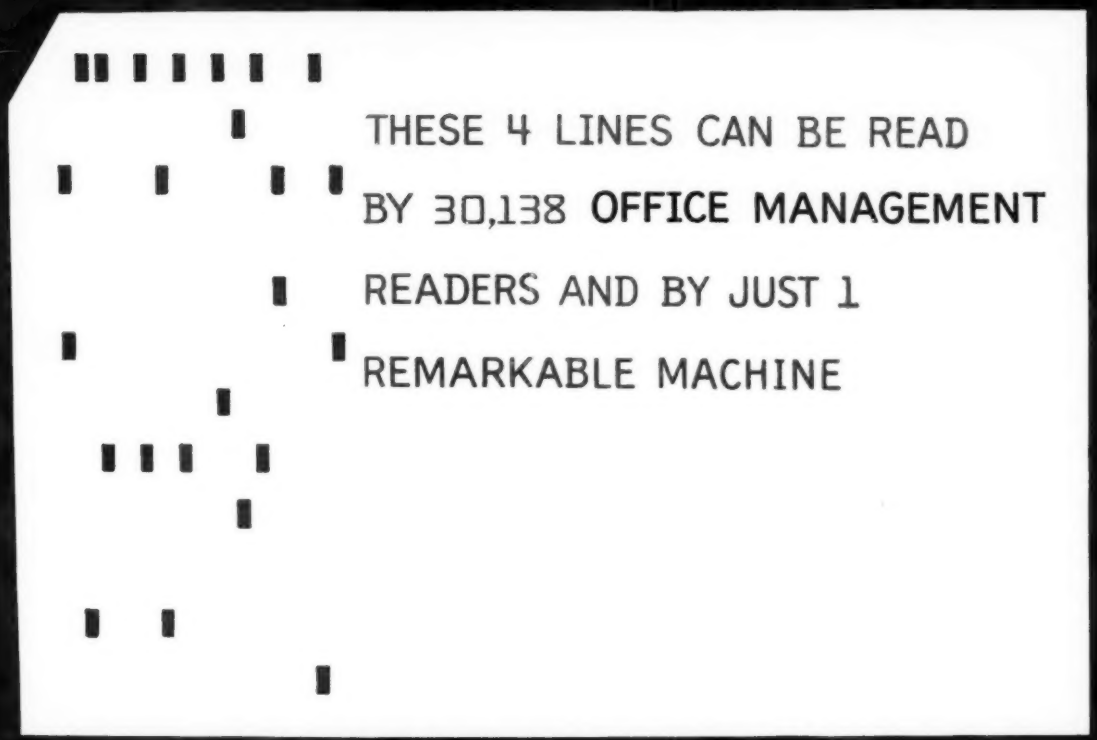
Vogel-Peterson Co. 85
Agency—Ross Llewellyn Adv.

TO OUR READERS

WE ARE coming to the close of a decade that has seen more sweeping changes in the office, and the manner in which the office does its work than any previous ten-year period in history, a decade in which the office has "come of age." We are entering a decade in which the problems, and the opportunities, for office management will undoubtedly be even greater than those that arose in the fifties. We have reported to you the developments of the fifties as they have occurred, and have interpreted each development in terms of its significance in the whole context of the changes affecting the office. We shall review again the major changes behind us, and those that seem to be ahead of us in our annual "Trends and Forecast" issue, which will appear in January, 1960.

But for this, the last month of the last year of the fifties, may we simply say to all our readers:

The Merriest of Christmases and the Happiest and Most Successful of New Years and New Decades



One machine—the Farrington Optical Scanner—can read what is written above. Both words and numbers, just as they are printed on this page. No special ink. No special paper.

Furthermore, the Farrington Optical Scanner (also known as the EYE) records what it reads. It translates written data into the language that automatic business machines and computers understand. Punched cards. Punched tape. Or computer tape. So quickly that one EYE can read and punch 100,000 cards per day.

The Farrington Optical Scanner actually "sees." Its video eye sweeps every character twenty-five times to pick out its identifying features. It recognizes digits, letters, and can even be programmed to identify a variety of symbols. Only the EYE reacts to visual impressions.

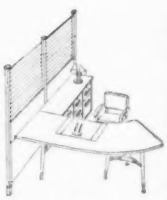
If you have three or more operators who read and punch, you can probably use an Optical Scanner to advantage. Only Farrington can supply it.

Farrington Optical Scanners are now automating key-punch operations for companies like:

A.T.&T. NATIONAL BISCUIT COMPANY THE READER'S DIGEST STANDARD OIL CO. OF CALIFORNIA

For further information, write the Farrington Manufacturing Company, Needham Heights 94, Mass.

FARRINGTON®



JUGGLE office space any way you like . . .

Only Arnot by Royal gives you such flexibility, such maneuverability.

See for yourself how Royal engineering skill lives to make your business life easier. Convenient, practical, beautiful! That's the Arnot "custom" installation – everything modeled to make space work for a living comfortably, efficiently, profitably. Write for the brochure that tells the story – Arnot modular furniture and space-dividing Arnot Partition-ettes by Royal. Now is the time to write for it – plus the name of your nearest Arnot dealer. Arnot Division of ROYAL METAL MANUFACTURING COMPANY, One Park Avenue, New York 16, N. Y.

Royal
OFFICE FURNITURE

SHOWROOMS: New York, Chicago, Los Angeles, San Francisco, Seattle, Galt, Ontario • LICENSEES: France, England, Australia, Venezuela
FACTORIES: Plainfield, Conn., Michigan City, Ind., Los Angeles, Calif., Warren, Pa., Jamestown, N. Y., Galt and Smiths Falls, Ontario

Use Readers' Inquiry Coupon on Page 86

URE